

2021-2022

**Annual Report &
Accounts**



Contents



| | |
|------------------------------------|---------|
| About Us | Page 3 |
| Chair's Report | Page 4 |
| Chief Executive's Report | Page 5 |
| Our Strategy | Page 6 |
| Service Manager's Report | Page 8 |
| Lisa's Story | Page 9 |
| Our Achievements | Page 10 |
| Our Impact | Page 11 |
| Development Manager's Report | Page 12 |
| Our Ambassadors | Page 13 |
| Business Managers Report | Page 14 |
| Our Volunteers | Page 15 |
| Volunteer Stories | Page 16 |
| Home-Start Norfolk through my eyes | Page 18 |
| Nabila's Story | Page 19 |
| Charity / Company Information | Page 20 |
| Trustees' report | Page 23 |
| Independent examiner's report | Page 29 |
| Statement of financial activities | Page 30 |
| Balance sheet | Page 31 |
| Notes to the financial statements | Page 32 |
| Thank You's | Page 45 |



➤ About Us ◀

Home-Start Norfolk is an independent local charity providing vital support to families with children aged 0 to 5. By offering help to families through their toughest times, we provide parents with the support they need to give their children the best start in life.

Home-Start Norfolk's ethos is to empower and enable, allowing families to develop self-resilience and increase confidence in coping with challenging situations and integrate within their own communities. Nurturing support is delivered by trained volunteers who provide compassionate, emotional, and practical help to families, overcoming barriers and improving lifelong outcomes for young children and their families.

During the last year, referrals number rose to **415**, a staggering 91% increase on 2020-21. **235 families** with **497 children** were supported via a volunteer match or intensive coordinator support. We also supported a further 109 families with additional services including infant massage sessions (both face-to-face and online), baby weigh groups and mum and toddler groups.

Our services have enabled 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 in 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

“ Whilst 70% of referrals into our service come through our systems partners, we only receive 25% of our funding from them. The contract for this 25% will end in March 2023. Having exhausted our unrestricted charitable reserves in meeting the needs of Norfolk families through the pandemic this position is unsustainable ”



This annual report sets out what we do, the way we do it and the impact we know that we have. In my introduction I want to focus on the very real risk to the future of Home-Start Norfolk itself, how we have got here, what we are doing and the support that we need.

Five independent Home-Start charities were founded and grew through Local Authority funding since the 1980's, providing preventative early interventions to increase resilience in families known to be at risk across our communities. In 2017 the austerity regime removed statutory funding from the Home-Start support model. The five charities merged to form Home-Start Norfolk (HSN) and trustees conducted a full strategic review.

Since taking on the Chair, we have strengthened the skills and strategic intelligence across the board of trustees, with two new board members joining this year. I am proud of the journey we have been on since May 2021, we refreshed the executive leadership, supported a full re-structure of the work force with revised contractual terms and demonstrated our resilience, competency and dedication to continue to support Norfolk families.

Set against the backdrop of a global pandemic and the ensuing cost of living crisis, demand from families and from statutory system partners for HSN support has increased by 91% in the last year alone. Whilst 70% of referrals into our service come through our systems partners we only receive 25% of our funding from them. The contract for this 25% will end in March 2023. Having exhausted our unrestricted charitable reserves in meeting the needs of Norfolk families through the pandemic this position is unsustainable.

Our strategy calls for a partnership with our ICS which meets 50% of our costs, without this my board will have no option but to dramatically reduce the support we are able to provide across the county.

Six years of National Lottery funding has helped to ensure the survival of our charity but if a Home-Start service is to remain part of our ICS we must be sustainable locally. A final grant from the National Lottery Community Fund is facilitating a full review of impact; what is the value of a Home-Start intervention across our ICS, how, where and with whom should we be working to ensure the best outcomes for Norfolk families?

I want to thank my colleagues on the board, our small army of volunteers and our staff team for their hard work and dedication through the year. Our support service sits at the edge of statutory provision, providing preventative interventions which reduce and offset the need for more acute, often more expensive, statutory support. We are raising funds from our communities who are keen to support this agenda, but we cannot meet the full costs of a Home-Start service across our county alone. I also want to thank the systems partners who have engaged in our impact review process and look forward to working with you to retain our charity as a vital community asset for those families who need us.

Niall McClelland, Chair



Chief Executive's Report

“ As we pull together representatives from across our Integrated Care System (ICS) in building a shared understanding of our impact it is absolutely vital that we find the right commissioning partnerships to ensure our long-term sustainability. Without a shared commitment to empowering preventative early interventions, children and families will continue to present with more acute needs across our system ”



We now know that the first 1001 days of a child's life, from conception to aged two, are the most impactful in determining their future emotional wellbeing and confidence. This time quite literally determines the way in which our brains are wired and the way in which we see and interact with the world around us. Any of you with parenting experience know how hard it is. All you bring to the role is your own experience, your love, your hopes and your fears. Despite the retreat of Covid every day we turn on the news at the moment our world is full of fear; fear of war, fear of disease, fear of hunger, fear of fuel poverty and fear of climate change.

Home-Start Norfolk is committed to a world where we nurture our babies through that fear, where we hold them close and instil hope in them so that they might overcome the challenges we are all facing. When you support Home-Start Norfolk you are not just helping families who are finding life tough today; you are investing in the future society that every one of our children will inherit.

We have focused on building a learning culture, putting in place the systems and processes required to put the charitable mission at the heart of what we do. We have worked hard as commissioned partners for Norfolk's Early Childhood Family Service (ECFS) and with the increasing complexity in the needs of families

referred to us we have learned a great deal about where and how our service model might best impact across our emerging Integrated ICS.

This year we were proud to be the chosen charity of the Lord Mayor of Norwich. One of the key factors in choosing Home-Start Norfolk is the fact that over 30% of children living in Norwich are living in poverty. That's almost one third of the children in our community & I am sad to say that these statistics are more or less mirrored across the county and across the country. We know that these numbers increase dramatically for lone parent families, for families with more than two children and for families with a child under the age of five.

The advent of our ICS seeks to understand and address some of these wider determinants of health, helping to provide the empowering and preventative interventions that not only improve the lives but also save on the financial and emotional cost of more acute interventions. As we pull together representatives from across our ICS in building a shared understanding of our impact it is absolutely vital that we find the right commissioning partnerships to ensure our long-term sustainability. Without a shared commitment to empowering preventative early interventions, children and families will continue to present with more acute needs across our system.

Daniel Williams, Chief Executive.

Of the families that came to and end of their support in 2021-2022...



95% of parents said they felt less isolated



83% of parents reported that their mental health and wellbeing had improved



90% of parents reported that their children's mental health and wellbeing had improved

Our Strategy

Home-Start Norfolk have reviewed and refreshed our strategic priorities for 2022-2025 in the light of performance against our plans and the fast paced changes we are experiencing across our external environment. Our approach focuses on four strategic priorities underpinned by eight objectives. These objectives form the basis of our business plan for 2022 – 23.

Strategic priority 1 – Service delivery and impact

2021-2022 marked a clear shift of service delivery back to our core service model. The national strategic review led by Home-Start UK through this year has drawn similar conclusions, recognising the income challenges of members but underlining the unique value of our core service offer. Through 2022-2023 we will align our impact as part of the federated movement through a revised agreement.

We will consolidate our unique core service offer at the heart of the work that we do, ensuring a volunteer led home visiting service for families with children aged 0-5. We will be pro-active in building an improved shared understanding of the impact of this work across our emerging Integrated Care System.

● Objective 1 – Service delivery:

Championing our unique volunteer led approach to deliver supportive opportunities that empower Norfolk parents to provide a nurturing environment for their children.

● 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.

Strategic priority 2 – Brand and partnership development

2021-2022 saw a step change in our communications across various media. Building audiences across our social media channels, electronic newsletters, and website visitors was an important part of our Covid response. Tangible results have been seen across volunteer recruitment and online training. Through 2022-2023 we will seek to engage new supporter audiences across our platforms.

Through 2021-2022 we have invested time and energy in building strategic and operational partnerships at both county and Local Authority place level, we will continue to invest in these partnerships where there is value for the families we support. 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 build effective partnerships which will support the development and delivery of our work across the County.

● 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 build our partnerships with 0-5 early intervention service providers and commissioners. Where possible we will seek to match our own community engagement and support with the health and social care investment priorities identified through our emerging Integrated Care Service.

Strategic priority 3 – Community engagement and income diversification

Our income profile post merger in 2017 has relied heavily on trust and foundation income. Whilst this has been essential for short term survival, it is not a sustainable basis on which we can support the infrastructure required to operate as a Norfolk wide charity. Through 2021-2022 we have invested time in better understanding the pressures of our current health and social care system and building the connections which will help us to work more effectively as system partners.

We will build the platforms required to bring 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 – Community engagement:**

Engaging a wider community of supporters in the importance of a nurturing environment for 0-5's; it's impact on our health and social care system and for the future of our society. We will work with this community to build a movement for change.

● **Objective 6 – Income diversification:**

We will diversify income generation efforts through a variety of fundraising and trading opportunities.

Strategic priority 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 vibrant and diverse volunteers and staff we need to ensure the delivery of our strategic vision and mission. We will embed learning during the pandemic lockdown periods which has enabled us to continue engaging and training staff and volunteers online.

● **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 continually evaluate and improve the operational systems and processes that make the best use of our people and available resources.



"My volunteer was a great match. She has been an invaluable source of support to us all, as well as a listening ear, which for me has been much needed."

Supported mum in North Norfolk

Service Manager's Report

“ I would first and foremost like to acknowledge the continued resilience and determination of our volunteers, families and staff in working together throughout the challenges of the pandemic and now the energy crisis, neither of which are over. Our young families can often be the first to feel the difficulties and the responsibilities of raising babies and young children through turbulent times, where the impact can pass through multiple generations. ”



"The high number, **235**, of families and volunteers we have worked in partnership with this year, providing our unique, trusting and non-judgmental peer led support model is testament to our staff and volunteers dedication. This is our core offer but in addition to 1:1 support in families homes we have also managed to improve attachment between care giver and child through our face to face and online infant massage courses, provided food vouchers to local supermarkets, clothing and equipment via John Lewis donations and supported children living in low income families and/or with a disability via our hardship fund. Funding from the MOD Covenant Fund has enabled support to serving families at RAF Marham and we have developed a weekly Stay n Play offer as well as a monthly baby self-weigh .

Each and every contact between a family and Home-Start Norfolk has the potential to influence positive change in a parent; how they behave or respond to each daily challenge, knowing where and from whom to seek help when they are finding it tough, learning to trust others, how to manage temper tantrums appropriately, recognising a dip in mental health, recognising unhealthy relationships, learning that it is fine to act a bit silly when playing with your child! These are just a few examples of how HSN can help to break cycles of behaviour, sometimes generational, that enable parents to change the way that they raise future generations of our society.

Recognising that prevention and being there early for parents can affect a positive parenting behavioural change, is a celebration to be captured, to be recognised as shared. This is the true impact of Home-Start Norfolk's support for future generations and for local communities; helping to reduce the pressure on more acute statutory services. We are working hard to develop a truly reflective impact model and reporting structure that each of our Family Service Co-ordinators can be accountable for across their LA district. Our collective ambition is to reach more families, as early as possible, as quickly as possible, with our trusted, compassionate Home-Start Norfolk family of volunteers and staff."

Natalie Spurdens, Services Manager.



Lisa's Story

Grandmother Lisa sadly lost her daughter when her grandson was only 11 weeks old. Devastatingly she also lost her partner and mum in the same year. Now the sole carer of her Grandson MJ, Lisa turns to Home-Start Norfolk for help.



“ Last July my beautiful daughter Emma died just before her 27th birthday, leaving behind her 11-week-old son MJ. The next day my husband Mick died just before his 54th birthday. There were just 25 hours and 46 minutes between them. Numbness gave way to devastation. Thyroid cancer and lung cancer had taken almost half of my family. Six months later I lost my mum. If it weren't for my two other children and grandchildren, I'd have wanted to go with them. "I was exhausted. I'd been up and down to Addenbrookes and then to the nursing home where Mick was. We were in the middle of lockdown, making everything even harder. People ask how I've managed to cope. I don't have an answer really. I don't have much of a choice, especially now that I'm caring for MJ.

Every day MJ gets more and more like Emma. He lifts my spirits in so many ways. He is good for me and I'm good for him. I'm so grateful to have him. MJ, along with my children and grandchildren, give me something positive to focus on.

Once I became MJ's legal guardian, I was referred to Home-Start Norfolk. I thought it would be nice to get some support and be good for MJ. Sharon from Home-Start Norfolk matched me with Suzanne, my Home-Start volunteer. I hit it off with Suzanne straight away. She comes every week and chats to me, plays with MJ and cuddles the dog! I'm so grateful to her for showing up.

It's helped me so much to have someone outside of the family to talk to. I know I can get grief counselling, but with Covid and lockdown so many services were moved online. Suzanne has really helped me emotionally. We always have a bit of a laugh when she comes.

I told Sharon that I don't think she could have picked anyone better for me. Suzanne and I are now good friends. My time with Home-Start will soon come to an end, but I know we will always stay in touch. I'd like Suzanne to see MJ growing up. He's lost so much so for him to have another person in his life to love him is wonderful. ”

"I told Sharon that I don't think she could have picked anyone better for me. Suzanne and I are now good friends."

Our Achievements

334

Families accessed our service in 2021-2022



623

Children have been supported



210 Families with 445 Children



Matched with volunteer

with regular home visits

25 Families with 51 Children



received support from a

Family Service Coordinator

107 Families with 127 children

Participated infant massage, baby weigh sessions and toddler groups.

A total of

1122

people accessed our services



415

New referrals were received

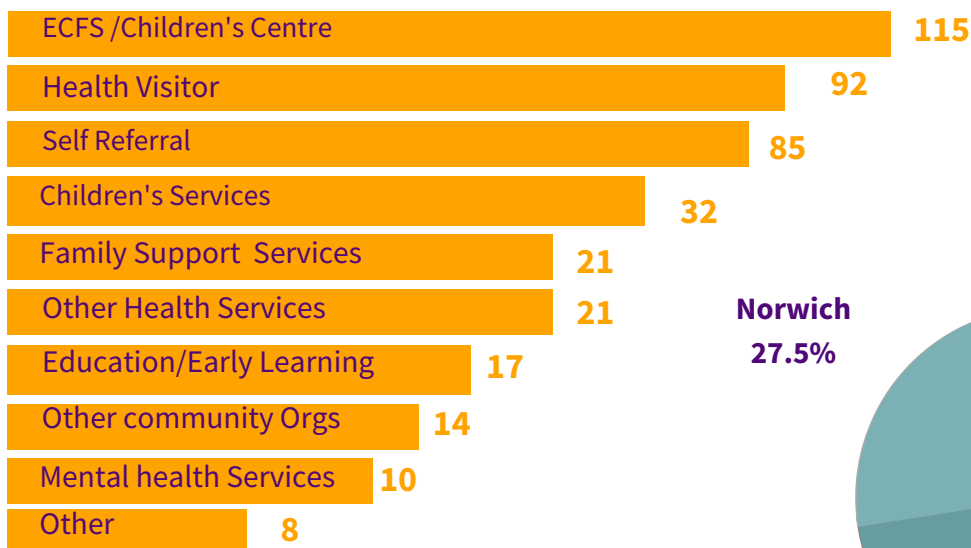


91%

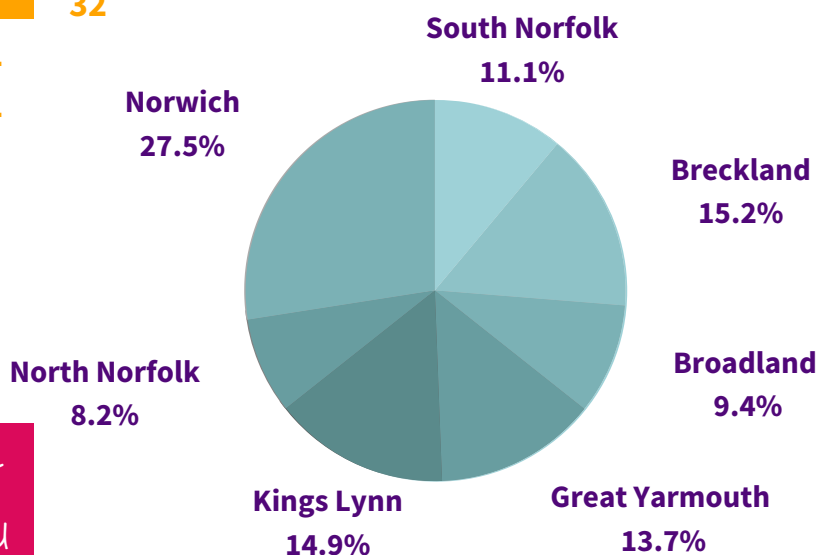
higher than last year



Where our referrals have come from



Referrals by District



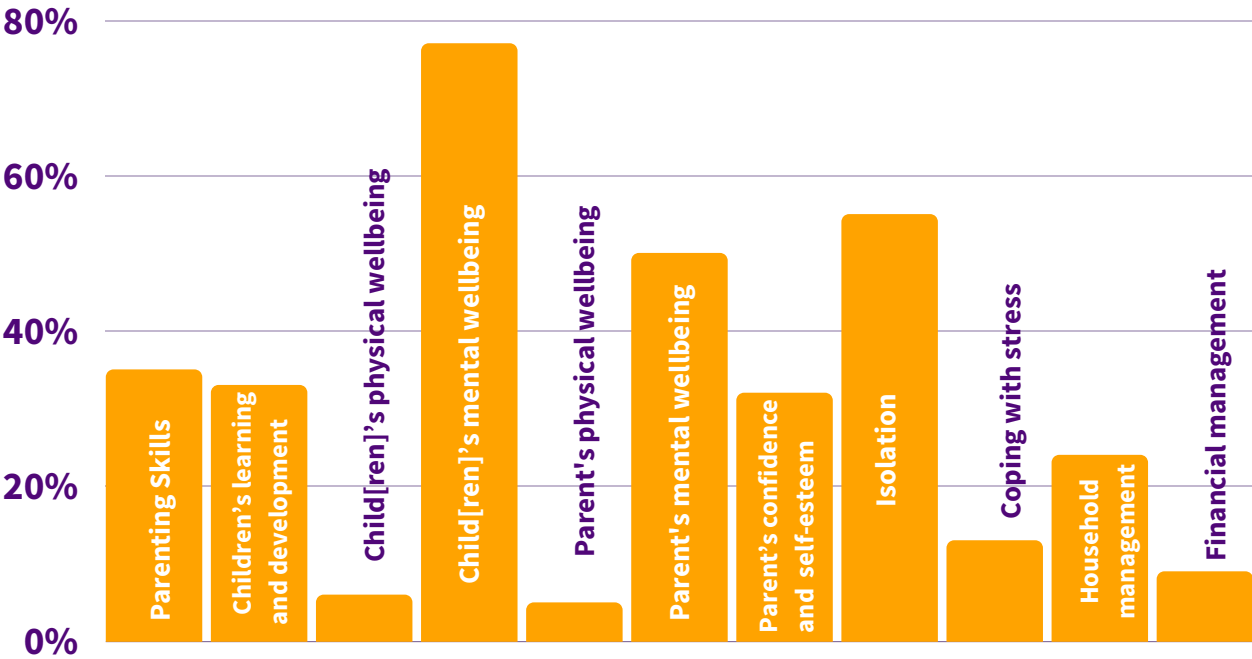
"My Volunteer made me realise that with a little bit of encouragement you can do anything if you put your mind to it"

Supported mum in South Norfolk

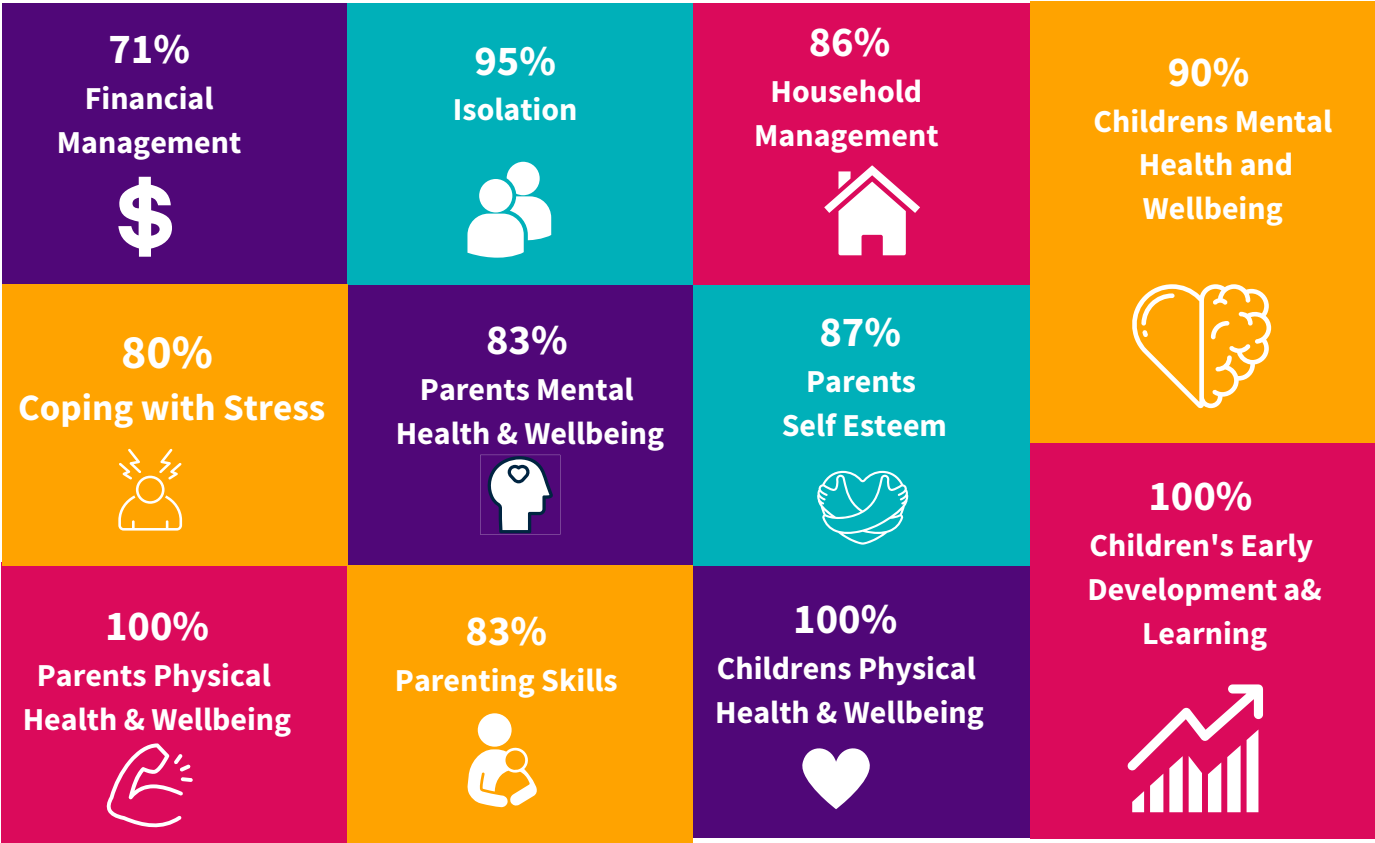


Our Impact

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.**



Percentage of families who reported an improvement in needs following Home-Start Norfolk’s support in 2021-2022...



Development Manager's Report

“ Financial sustainability is a key priority within our strategy and business plan. It goes without saying that Home-Start Norfolk cannot deliver the vital support that families need without having a robust income stream to sustain it. With a dramatic increase in referrals during the last year, the impact of the pandemic and the cost-of-living crisis, we anticipate demand growing ever greater over the next few years. ”



"We are extremely grateful for the continued support of a number of national funders, including National Lottery Community Fund, MOD Covenant Fund, and Garfield Weston Foundation. Thanks also to local funders, who are passionate about supporting our Norfolk communities, in particular those valued supporters who chose to fund us via Norfolk Community Foundation; and local trusts including Ellerdale, Paul Bassham, and Geoffrey Watling Charity. Grants and trust income has kept Home-Start Norfolk afloat over the last five years since our merger, but this is not sustainable. With the increasing costs of providing a countywide service, we need to engage our local community and, in particular, our statutory partners in supporting our work.

In line with our strategic aims to diversify and increase income, I have been pleased to welcome Sharna Martin, our Fundraising Officer, to our team this year. Sharna joined us in November 2021 as a recent graduate with a range of transferable skills. We are investing in her development, supported by some DCMS Pears Resilience funding, to increase our profile and income generation across the digital, community and corporate spaces.



Sharna Martin, Fundraising Officer

I'd like to extend thanks to all our local supporters, our fantastic small group of fundraising volunteers holding regular events throughout the year, the Lord Mayor and Sheriff of Norwich who chose us as Norwich's Civic Charity, Norfolk Freemasons, our friends at John Lewis and Waitrose in Norwich for their donations to support our families, and all those who ran, walked, cycled, and flipped pancakes to raise funds.

Investing in Home-Start Norfolk isn't just about supporting families today, it is shaping the attitudes and behaviours of our future society. If you are inspired to become part of our movement for change please reach out, Sharna and I would be delighted to talk with you." **Helen Brown, Development Manager**



Our Ambassadors

Another year has flown by. I have never been prouder of the invaluable work undertaken by Home-Start Norfolk Volunteers. The way you all adapted your work practices during Covid was beyond exceptional, but it doesn't end there. Today we see a greater volume of vulnerable families coming forward for support than ever before - and sadly numbers will only increase during the harsh winter months around the corner. I know you will hit the ground running and as a result precious young lives will be nurtured, nourished, and transformed by your extraordinary level of intervention, encouragement, friendship, and support. There is nothing more vital than supporting families and transforming young lives. Thank you all, from the bottom of my heart, for the extraordinary difference you make here in Norfolk.



**The Lady Dannatt, MBE,
Lord-Lieutenant of Norfolk**



Trisha Goddard

Home-Start's "Together with Families" video really summed up its special and vital work. As difficult as the pandemic years were, the added challenges facing families this year are immense. For many, Home-Start Norfolk is their lifeline.

Once again Home-Start Norfolk rises to the challenges - successfully building audiences across social media channels and electronic newsletters - attracting new volunteers, giving families practical tips including no-cost ideas for their little ones, and mental health and financial advice for parents, in addition to establishing new funding partnerships.

Huge thanks to the dedicated staff team, but the beating heart of Home-Start Norfolk will always be all our wonderful volunteers who, by changing the circumstances of one child, positively change the future of a new generation. And that is priceless.

You will all have read and heard elsewhere about some of the effects of the lockdown - increased isolation, difficulties at home being exacerbated, financial pressures, NHS and other statutory services under more pressure - plus the cost-of-living crisis. All of which inevitably means that more families desperately need Home-Start Norfolk's help. I can only applaud the wonderful work they do in delivering their fabulous support to all the families.

I had the pleasure of talking to some volunteers recently about their satisfaction and reward. They told me "You get that look, that smile and it's all worth it"; "I'd recommend it to anyone".



Clare, Lady Agnew DL



Ann Keable, MBE

My involvement with Home-Start began back in 2004, when I became a Trustee in Great Yarmouth, shortly after retiring as a First School Deputy Headteacher. I also continue as a Fundraising Volunteer in the east of the county, raising vital funds to continue the brilliant work of the charity.

During this last year, I was absolutely delighted and amazed to receive a letter from the Cabinet Office advising me that Home-Start Norfolk had nominated me for an MBE in the Queen's Birthday Honours List for my services to the charity and the support of children. I am still awaiting the ceremony but look forward to it and to the opportunity that I hope it will provide to raise the profile of Home-Start Norfolk.

Business Manager's Report

“ Whilst Home-Start Norfolk is a registered charity we are also a company limited by guarantee. We are a business that trades in social outcomes and our income is reliant on demonstrating both impact and value for money across those outcomes. As part of our re-structure my role is to support the development and implementation of the systems and processes required to ensure that all staff can understand their effectiveness as a member of a social outcomes business.”



"With a clear business planning and strategic review cycle we have consolidated financial and service reporting frameworks which allow the whole team to understand and be accountable for their performance. We have developed our data management recording and reporting in order that we can recognise and understand the local differences across the county and the differing needs of the families we support. The data allows us all to learn and relate to best practise, achieving excellent service delivery through the team and best outcomes for families.

Our customer relationship management (CRM) system, charity log, is accessed remotely by staff working across the county, tracking and capturing our referrals and activity across the families we support and the volunteers who work with them. As with any CRM the data is reliant on standard processes and consistent updating. We have worked hard on evolving these systems and processes alongside our re-structured team. The quality of our data and our reporting continues to improve and we look forward to translating the results of our impact review.

At Home-Start Norfolk our business is all about supporting families to be very best nurturing environment for their children. At its heart my role is to support the engagement of the whole charitable team in living the values that will deliver this objective. Balancing our commercial effectiveness and our charitable aims our culture is one of compassion, non-judgement and support for each other. We have introduced new tools this year to recognise and support personal development and growth across our staff and volunteer teams, highlighting the importance of these values and encouraging both shared learning and shared accountability. I would like to thank all staff for their commitment and engagement in this important organisational development work.

Liz Cross, Business Manager



Team Photo, Home-Start Norfolk

“ Our volunteer Brenda has been absolutely brilliant, We wish we could keep her for longer. Her visits have been so important, to me especially. I don't leave the house much and I feel very lonely at times and desperate for adult conversation. Brenda is a very good listener and during the 6 months she has supported us we have had lots of really stressful things to deal with. Being able to talk things through with Brenda has helped me so much. She has also given me lots of encouragement and noticed the things that I am really good at. Her encouragement has made me think about what I might be capable of in the future.”

Supported Mum, Rachel



Our Volunteers

When Covid struck we recognised that volunteer support was more crucial than ever. Supporting families through such isolating and unsettling times our volunteers did not fail to rise to the challenge. We were in a position to move immediately to offering telephone and on-line support from our volunteers. As restrictions slowly eased, we put a shared risk management process in place which allowed our committed volunteers to carry out doorstep visits and then visits in the garden or park before face-to-face home visiting was resumed at the earliest opportunity. We also saw an increase in the number of volunteers who wanted to sign up to Home-Start Norfolk and offer their support. We developed an online training course and advertised spaces via the many social media channels now available. We have carried this model through from lock down as it allows us to deliver a full course, conveniently bringing together volunteers from across the whole of the County.

145

volunteers were available



119

supported at least one family



55

new volunteers



Whilst acknowledging the benefits of our online training we are now also recognising the lack of real human contact in building the trusting relationships that are so vital for volunteers to feel effectively connected to, and supported by, our charity. As we move into 2023 we will be evolving a hybrid training programme which will include e-learning, on-line and face to face sessions, increasing flexibility and the opportunity to engage a wider cross section of volunteers. We continue to look at ways of ensuring volunteers can feel part of an organisation that offers support across the whole of Norfolk; through coffee mornings, encouraging and growing peer support and the opportunity to meet up at the varied training sessions across the county and throughout the year.

Volunteers are also able to develop more diverse family support approaches through specialised training, including; attachment theory, perinatal infant mental health, therapeutic parenting and breast-feeding. New volunteers all receive mandatory safeguarding awareness training with refresher sessions for longer serving volunteers.

The dedication and innovative measures that our volunteers develop to ensure support for families is personal and tailored to their particular needs continues to shine and we would like to take this opportunity to thank them for their enthusiasm and support over this past year.



Michelle's Story

Michelle, our longest-ever serving volunteer, has been supporting families in Norfolk for 22 years. She has changed the lives of countless families in our community and is a real asset to the team. Michelle is having a break due to health reasons but we can't wait to welcome her back.



“ I first heard of Home-Start Swaffham through a friend. We enquired about the role and decided to take the plunge and sign up. It was the best thing I did. I really, really love volunteering. Initially, the focus on signing up was because it complemented my degree in behavioural studies. I wanted to get into mentoring and thought this was the perfect opportunity to gain real-life experience. But then I fell pregnant. I continued with the volunteering not only because I enjoyed it, but if I ever wanted to continue with my degree, I would have insights and understanding of the challenges young families face.

I have supported lots of families throughout my time with Home-Start Norfolk. It makes me so proud when a family gets the outcome they desire at the end of support. It then gives you the motivation to carry on and help the next family and try and do the same for them.

I come from a large family, so I have lots of experience with family altercations and relationships. This helped so much when visiting families and building rapport. My tactic would always be to go in with no preconceived ideas or judgement and listen to what they had to say. It was always reassuring to know that if I ever had a problem, there would always be someone at the end of the phone that could help. The support from Home-Start was fantastic.

Being a volunteer has made me grow as a person and given me a bigger outlook on life. I have definitely become more empathetic. You deal with lots of families who are facing a multitude of different challenges. It teaches you to be more open and willing to take on what they are going through. My advice for any new volunteer is always to be yourself, be open, listen and not judge.

I am really sad that after 22 years, I have had to stop volunteering for health reasons. It's been a pleasure, and if I could carry on I would. I hope to one day volunteer for Home-Start Norfolk again. ”

Michelle Blackmore, Family Service Coordinator in Breckland

“I have felt very fortunate to have been able to match Michelle several times over the many years she has volunteered. Her gentle and thoughtful approach and wealth of life experience has meant that she has been well equipped to support families struggling with a range of complex issues. Whatever the challenges Michelle approaches every family with kindness, care and empathy.

Michelle has been such a huge asset to Home-Start Norfolk and I sincerely hope when she feels well enough she will return and continue with her volunteering journey.”



Judith's Story

Judith decided to volunteer for Home-Start Norfolk when she relocated to Norfolk in retirement. Her career in Education, Youth Services & Adult Education gave her the passion and experience to make a lasting difference with Norfolk Families.



“ I have worked with many volunteer organisations throughout my career, **and I can honestly say that Home-Start Norfolk is the best I have ever come across.**

I first found Home-Start when I moved to Swaffham once I had retired. I had tried volunteering for a couple of other organisations in Swaffham, but they didn't fit. After seeing an advert, I decided to give Home-Start a try and was instantly impressed. First off, the training is outstanding, both before I got started and throughout my role as a volunteer. They are well organised, ensuring you are kept up to date with safeguarding & procedures. Another thing that is really outstanding is the support you get. The family service coordinators are brilliant. I can't fault them. I have been in a couple of difficult situations with families; as soon as I contacted the office, my coordinator called me back within minutes. It gives you such reassurance when you are on your visits, knowing they are there when you need them.

There was one particular family I was matched with where I was in a situation that I didn't feel comfortable with. I spoke to my coordinator and explained what had happened, no questions were asked, my coordinator was really understanding, and I was never put in that position again. The coordinators really are great.

I have made some great friends through Home-Start Norfolk, not just the staff but the families too. I am still in touch with many of the families I have supported. It's marvellous that they have stayed in touch with me. It's heart-warming to see how I have made a difference in their lives.

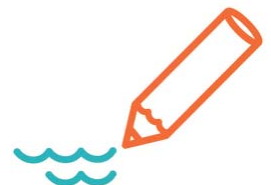
One Mother's Day, a mum I had stayed in touch with sent me some beautiful Eastern European chocolates. When I called her to thank her, she said she knew my sons lived so far away. To know that she was thinking about me on Mother's Day was a wonderful feeling.

The most challenging part for me is walking away from families, either when the support has ended or if the families have not engaged. I hate to admit defeat, but I accept that sometimes circumstances are beyond my and the family's control. You can't win them all. You are not intervening; you are just making suggestions and letting them make all the decisions.

I love volunteering for Home-Start Norfolk. Who wouldn't love doing something that makes such a difference in people's lives? In my retirement, I don't want to sit back and do nothing; I want to be part of the community I am living in. We have been away from my family, so I love spending time with the children and playing with them. It's very refreshing. I find volunteering helps with my own mental well-being. If I haven't got a family to support for a while, I might otherwise tend to dwell on my own problems.

I'm proud to be part of an organisation that is so well run and well managed. I can't think of any organisation out in the community in my career that I have worked with that was as well organised as Home-Start Norfolk.

My advice for anyone starting their volunteering journey is never to forget you are there as their friend. Treat people how you would like to be treated. ”



Home-Start Norfolk through my eyes.

Written by Lisa, supported by Home-Start and inspired to become a volunteer herself



I became a Mum for the first time in 2003, and just 20 months later, I had another child. Despite loving being a Mum, I let the negative opinions of others get me down. Whatever happened to if you can't say anything nice, don't say anything at all?

My second born was a lot more challenging than my firstborn and getting out and about got that little bit harder. I was adamant I would do my best to continue to attend as many local Mother and Baby/Toddler Groups as I could, just like I did with my firstborn.

It was around 2006 when I became aware of Home-Start Norfolk, and the potential to have support from a volunteer who knew what it was like to be in my position. If I am honest, I hadn't heard of Home-Start before. Whilst I continued to attend mother and toddler groups as much as possible there were still times when I didn't feel like leaving the house. It became easy to hide indoors just myself and my two Children whilst my Husband was at work. I was lucky enough to have a lovely Home-Start Volunteer who had every faith in me that I could do this. I soon realised I could leave the house even when times were tough. My Volunteer believed in me, inspiring me to believe in myself.

Fast forward to 2010, I was now a mother of four. I was still attending groups regularly and had been lucky to have had three Volunteers. All of them had the same thing in common. They all offered no judgement, just compassionate, confidential help and support. I will always be very grateful for their help.

The pandemic gave me time to reflect on my experience with Home-Start Norfolk. I am now a mum of six. It could have been very easy for me to fall back to my low mood in 2006.

I was determined to put into practice what I learnt from my volunteer. The pandemic inspired me to become a volunteer as I knew how many parents would be struggling. Lockdown allowed me to do this. I enrolled in the online volunteer training, all while home-schooling six children! After all these years, I could finally give something back to an organisation that means so much to my family and me.

I have just had my final visit with one family, where I received a beautiful card and a candle telling me how much my support was appreciated and how amazing I was. I have always been the one to tell everyone else how amazing they are, so to this meant so much. I hope to use my experience with Home-Start as well as my parenting knowledge to continue to help make a difference.

I have come so far, and I owe a lot to Home-Start Norfolk and its excellent Staff and Volunteers. I have seen life through the eyes of someone lucky enough to receive support from Home-Start Volunteers and now through a volunteer's eyes. Home-Start Norfolk will always hold a special place in my heart. I will work hard to spread the word about the difference Home-Start makes and how much it is needed.

**Written by Lisa,
Volunteer for Home-Start Norfolk**

Nabila's Story

First time Mum Nabila, originally from Bangladesh, was referred to Home-Start Norfolk after having difficulties mixing in the local community. She had a limited social network of friends and family to support her with her baby daughter Inshirah and felt very isolated.



“When I had my daughter Inshirah, I joined lots of baby classes hoping to make some new mum friends, but it seemed like they’d already formed their groups and no one would talk to me. We recently moved to Norfolk and don’t have any friends or family nearby. I felt very isolated and unable to mix with the local community. The lady who ran the Baby Massage group picked up on this and arranged for Home-Start Norfolk to come out and see me.

“Home-Start Norfolk matched me with Dot, my Home-Start volunteer. Dot comes over every week. It’s been so nice to have someone to talk to. My husband works hard and is out of the house for long periods of time. Dot is good company and is someone I can call if I have any worries.

“We are Muslim so we don’t celebrate Christmas in the typical way people do with Santa, Christmas trees and turkeys. When we were told about John Lewis’s Magical Christmas we were stunned.

“Dot explained Christmas traditions to us, and how Christmas lights would help with sensory play for Inshirah. We talked a lot about what gift we should get her. Dot has been helping me to integrate in the local community and suggested a scooter might be ideal for Inshirah because we could walk together to the parks and local groups.

“Magical Christmas made us all so excited about Christmas. It really helped us to feel part of something and connected us to the community. The tree was beautiful and we enjoyed decorating it together. We will definitely celebrate Christmas again next year. It was nice to be able to celebrate with others and share a common experience. As our daughter gets older it will be even more special.”



"It's been so nice to have someone to talk to".

HOME-START NORFOLK

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

HOME-START NORFOLK
YEAR ENDED 31 MARCH 2022
CONTENTS

| | Page |
|-----------------------------------|------|
| Trustees' report | 23 |
| Independent Examiner's report | 29 |
| Statement of financial activities | 30 |
| Balance sheet | 31 |
| Notes to the financial statements | 32 |

HOME-START NORFOLK
YEAR ENDED 31 MARCH 2022
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) M J Christian F J Fairbairn-Harvey S Glenn (Appointed 29/06/2022) N Gough (Resigned 13/01/2022) D A Lefevre (Appointed 30/09/2021) S Skoyles E Treadwell |
| Secretary | F J Fairbairn-Harvey |
| Key management personnel | Daniel Williams (CEO) from May 2021 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 2022

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 2022.

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, registering 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.

Parenting is tough, but when faced with additional challenges such as financial hardship, isolation, poor mental health, or disability, it gets even tougher. Home-Start Norfolk works with families through their toughest times, ensuring they have the support they need to give their children the best start in life. Home-Start's ethos is to empower and enable, allowing families to develop self-resilience and confidence in their ability to cope with challenging situations and integrate more within their own communities.

Our experiences in the first five years of life are fundamental to the way in which we grow up, understand, and engage with our world. Our brains are grow faster than at any other stage of our lives as we absorb the world around us, quite literally wiring the connections that will shape our behaviours and influence our life chances. A supportive and nurturing environment through the first five years is crucial and for many reasons this is not always easy.

Our movement was founded on parents supporting parents, volunteers from the same communities who share their parenting experience with families who trust them; who invite them into their homes and ask for support. This is what makes what we do unique, supporting 210 families with a volunteer match across Norfolk through the year. Our Home-Start volunteers bring a broad spectrum of diverse lived experience to provide community centred, accessible, non-judgmental support, walking beside them through their challenges.

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.

HOME-START NORFOLK

TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT) FOR THE YEAR ENDED 31 MARCH 2022

Achievements and Performance

Support services were provided by 145 trained volunteers, of whom 55 completed training during the year. Before being matched with a volunteer, families are asked to identify their specific support and learning requirements. Our impact assessment process then asks them to track their own progress against one or more of the following areas;

1. Parenting skills
2. Children's early learning and development
3. Children's physical health and wellbeing
4. Children's mental health and wellbeing
5. Parents physical health and wellbeing
6. Parents mental health and wellbeing
7. Parents self esteem
8. Isolation
9. Coping with stress
10. Household management
11. Financial management

Every volunteer is taken through a comprehensive training and induction programme, helping them to bring their own lived experience to families with confidence, in addition to providing a safe and supportive environment for their own learning and development.

During 2021-2022 a total of 345 families received support from Home-Start Norfolk, including:

- 210 families supported by a home-visiting volunteer
- 26 families with complex needs received one-to-one support from a Family Support Worker
- 109 families attended one of our specialist nurture support groups

The top five areas identified by Norfolk families as priority areas for support through the year were; (Included against each of these is the impact evidenced by data gathered from families receiving support)

1. Children's mental health and wellbeing
 - 90% of families reported an improvement in the mental health and wellbeing of their children
2. Isolation
 - 95% of families reported feeling less isolated following support
3. Parents mental health and wellbeing
 - 83% of families reported improved mental health and wellbeing following support
4. Parenting skills
 - 89% of families felt more confident in their parenting skills following support
5. Children's early learning and development
 - 100% of families reported an improvement in the early learning and development of their children following support

**TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT)
FOR THE YEAR ENDED 31 MARCH 2022**

Achievements and Performance (continued)

Strategy was reviewed and updated in the light of experience against our own business plan and mindful of the strategy review process also being undertaken by Home-Start UK. We have published and shared a revised strategy with our stakeholders for the period 2021-2024. A key achievement during the year was to secure National Lottery funding which will facilitate a review of our impact as part of the emerging Integrated Care System for Norfolk. The funding application was supported by systems partners who will work alongside us through 2022-2023 and into 2023-2024 to build a shared understanding of the value of our work including:

- Norfolk County Council
- NHS Norfolk and Waveney CCG (Integrated Care System as of 1st July 2022)
- Norfolk children & young people's health services
- Norfolk Early Childhood and Family service
- Healthwatch Norfolk
- Home-Start UK

Structure, Governance and Management

Our scheme of delegations reflects that trustees shall not be less than 4 or more than 20, the document sets out the delegated authorities for our committees, Chairs and Executive Team. Strategy is reflected in an annual business plan, produced by the executive team and approved by the board of trustees. The plan reflects the operational targets we have set ourselves in pursuit of our strategic objectives. A reporting framework which updates on the delivery of the plan, including key service delivery and financial metrics, is scrutinised across our two committees and our full board;

- Personnel and Resources committee, chaired by Dave Lefevre
- Services committee, chaired by Sue Skoyles
- Board of trustees, chaired by Niall McClelland

Each of these groups meets on a quarterly basis on rotation through the year. The committees are attended by the Chief Executive and relevant members of the Executive Leadership Team. Secretarial services are provided by our Business Support Officer, supporting the Chairs and Executive Leadership Team with agenda setting, recording of our decisions and our statutory reporting. A risk register is maintained and reviewed at each of our full board meetings, ensuring that appropriate actions are being taken to manage and mitigate all relevant risks.

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 in full on page 22. Two new trustees have completed a six-month probation and induction process and were appointed to the board in response to our identified skills analysis. Dave LeFevre became a trustee in September 2021 bringing financial management experience and taking on the chair role for our personnel and resources committee. Sheila Glenn joins us with a strong background of senior management and organisational development experience across the Norfolk Integrated Care System. Nicky Gough stood down as a trustee in January this year and we thank her for the valuable contribution she has made to our development. We continue to review the skills and experience of our trustees and to invest time as staff and trustees outside of our formal governance cycle to share experience across the charity.

We were pleased to appoint Daniel Williams as our permanent Chief Executive on 1st May 2021, securing his commitment to the charity for the longer term. This date coincided with the signing of revised contractual agreements across the whole of the staff team, reflecting a full review of our terms and conditions of employment and completing a re-structure of the executive team. These important developments ensure what the board of trustees believes to be a minimum staffing structure to ensure an effective countywide Home-Start support service can be provided for the benefit of families across Norfolk.

**TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT)
FOR THE YEAR ENDED 31 MARCH 2022**

Financial Review

Total income received for the year 2021/22 was £356,476 (2021: £493,743), a decrease of 28% on last year reflecting the end of a six year period of National Lottery Funding to support our core work. Expenditure totalled £448,123 (2021: £434,780), an increase of 3% on last year. This resulted in a net deficit of £91,647 (2021 surplus was £58,963).

Trustees had forecast a deficit for 2021-22 and had designated funds within 2020-21 accounts to offset this. The National Lottery had been clear in that they are not able to provide long term revenue funding and the deficit reflects this gap. We have continued to raise funds successfully despite the system wide pressures across many income streams. Our expertise in trust and foundation funding applications is being complimented with additional fundraising and marketing resource to help diversify our dependence in this area.

The 3% increase in support costs through the year consolidated the revised staff structure which included a full salary benchmarking exercise against job-related skills. With the executive lead role now accommodated within the staff salary costs, the board now has in place what it believes to be a minimum staff infrastructure to provide a safe and relevant Home-Start service across the whole county. With the pandemic forcing a move to home working some savings were accrued, along with the closure of our Gt Yarmouth office during the year.

As at 31st March 2022, the charitable company had total funds of £418,459 (2021: £510,106), which comprise of £43,035 (2021: £49,308) of restricted funds from grants awarded during the financial period which will be expended during the next financial year and unrestricted reserves of £375,424 (2021: £352,142). Included within this £375,424 of unrestricted reserves is £225,000 of funds which are held in accordance with the reserves policy (as below), in respect of the potential closure costs of the charity. When excluding this, the unrestricted reserves available for use are £150,424.

With our Early Childhood and Family Service contract and the National Lottery funded impact review our 2022-23 forecast shows a substantially reduced deficit whilst recognising that financial break-even will remain a challenge. The opportunity to work with our Integrated Care System partners to build a truly shared local system understanding of our impact is another important step towards our longer term sustainability.

Restricted funds

Restricted funds of £43,035 (2021: £49,308) is income awarded during the financial year pertaining to specific funder requirements, comprising primarily of staff and volunteer costs, which will be expended in 2022-23.

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;

**TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT)
FOR THE YEAR ENDED 31 MARCH 2022**

Having considered the risk, activity and commitments of the organisation, trustees have agreed that the scheme 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 £225,000.

Plans for Future Periods

As we emerge from the pandemic, we are proud of the response we were able to provide for our communities; taking not one day of furlough payment and pivoting our service offer to remain present for some of the most vulnerable families. Having moved to home working, and closing our Gt Yarmouth office base, our focus now is to ensure a hybrid working environment which provides flexibility but also ensures we can remain connected with each other.

Our budgeted financial position for 2022-23 looks more positive, and our National Lottery funded impact project will allow us to work with partners from across our new Integrated Care Service to best understand the value of the work that we do. We are conscious that the compassionate, non-judgemental support provided for families by our volunteers gives them the space and time to truly begin to understand and adapt their behaviours to provide a nurturing environment for their children. This is not easy to measure, but the impact is widespread. With Home-Start UK also considering the way in which it best demonstrates impact across the federation the work that we are doing in Norfolk will also be of value nationally.

2022-23 will also see a revised Home-Start UK federation agreement which all members will be asked to sign up to during the year. The agreement follows an extended period of national strategy development and consultation and is designed to ensure that there is a core standard to a Home-Start service which is the same across all members. The agreement will require that the core service from Home-Start Norfolk remains focused on families with children aged 0-5 and that support is delivered by peer volunteers with parenting experience.

We will re-visit our strategic objectives in the light of our current performance and adapt as required. For the period 2022-2025 our four strategic priorities are;

1. **Service delivery and impact.** We will consolidate our unique core service offer at the heart of the work that we do, ensuring a volunteer led home visiting service for families with children aged 0-5. We will be proactive in building an improved shared understanding of the impact of this work across our emerging Integrated Care System.
2. **Brand and partnership 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 build effective partnerships which will support the development and delivery of our work across the County.
3. **Community engagement and income diversification.** We will build the platforms required to bring 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.
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 vibrant and diverse volunteers and staff we need to ensure the delivery of our strategic vision and mission. We will embed learning during the pandemic lockdown periods which has enabled us to continue engaging and training staff and volunteers online.

HOME-START NORFOLK

TRUSTEES' REPORT (INCORPORATING THE DIRECTOR'S REPORT) FOR THE YEAR ENDED 31 MARCH 2022

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: 01 December 2022

**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 2022 which are set out on pages 30 to 44.

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.

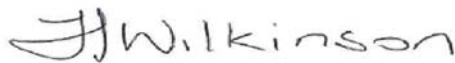
Independent examiner's statement

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 0H

12 December 2022
Date:.....

HOME-START NORFOLK

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2022

| | Notes | Unrestricted Funds 2022 £ | Restricted Funds 2022 £ | Designated Funds 2022 £ | Total Funds 2022 £ | Total Funds 2021 £ |
|------------------------------|-------|---------------------------------|-------------------------------|-------------------------------|--------------------------|--------------------------|
| INCOME | | | | | | |
| Donations and Fundraising | 2 | 67,067 | - | - | 67,067 | 70,928 |
| Grants | 2 | 11,000 | 276,996 | - | 287,996 | 421,433 |
| Other Income | | 1,248 | - | - | 1,248 | 1,180 |
| Investment income | | 165 | - | - | 165 | 202 |
| | | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| TOTAL INCOME | | 79,480 | 276,996 | - | 356,476 | 493,743 |
| | | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| EXPENDITURE | | | | | | |
| Costs of raising funds | 3 | 40,803 | - | - | 40,803 | 28,627 |
| Charitable Activities | 4 | 124,051 | 283,269 | - | 407,320 | 406,153 |
| | | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| Total expenditure | | 164,854 | 283,269 | - | 448,123 | 434,780 |
| | | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| Net (expenditure) / income | | (85,374) | (6,273) | - | (91,647) | 58,963 |
| Transfer between funds | | 108,656 | - | (108,656) | - | - |
| | | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| Net movement in funds | | 23,282 | (6,273) | (108,656) | (91,647) | 58,963 |
| | | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| Total funds at 1 April 2021 | | 352,142 | 49,308 | 108,656 | 510,106 | 451,143 |
| Total funds at 31 March 2022 | | 375,424 | 43,035 | - | 418,459 | 510,106 |
| | | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |

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

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

HOME-START NORFOLK

BALANCE SHEET AS AT 31 MARCH 2022

| | Notes | 2022 | 2021 |
|--|-------|----------------|----------------|
| | | £ | £ |
| FIXED ASSETS | | | |
| Tangible assets | 9 | 16,572 | 14,190 |
| CURRENT ASSETS | | | |
| Debtors | 10 | 11,538 | 32,446 |
| Cash at bank and in hand | | 464,803 | 512,240 |
| | | <u>476,341</u> | <u>544,686</u> |
| CREDITORS | | | |
| Amounts falling due within one year | 11 | (74,454) | (48,770) |
| NET CURRENT ASSETS | | <u>401,887</u> | <u>495,916</u> |
| TOTAL ASSETS LESS TOTAL LIABILITIES | | <u>418,459</u> | <u>510,106</u> |
| THE FUNDS OF THE CHARITY: | | | |
| Unrestricted funds | 13 | 375,424 | 352,142 |
| Comprising of: | | | |
| Reserves fund | | 225,000 | 210,000 |
| Free reserves | | 150,424 | 142,142 |
| Designated funds | | - | 108,656 |
| Restricted funds | 13 | 43,035 | 49,308 |
| TOTAL FUNDS | | <u>418,459</u> | <u>510,106</u> |

For the year ending 31 March 2022 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 01st December 2022 and are signed on their behalf by:



N McClelland (Chair of Trustees)

Company registration number: 05196432

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

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), 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. 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 is sufficient with the level of reserves for the charity to be able 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.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

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 | Annual Rate |
|-----------------------|--|
| Fixtures and fittings | 25% Straight line (Previously 10% reducing balance. This was revised in the 2020/2021 financial year) |

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

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.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

2 DONATIONS AND LEGACIES

| | Unrestricted | Restricted | Total |
|-----------|--------------|------------|---------|
| | 2022 | 2022 | 2022 |
| | £ | £ | £ |
| Donations | 67,067 | - | 67,067 |
| Grants | 11,000 | 276,996 | 287,996 |
| | <hr/> | <hr/> | <hr/> |
| | 78,067 | 276,996 | 355,063 |
| | <hr/> | <hr/> | <hr/> |
| | | | |
| | Unrestricted | Restricted | Total |
| | 2021 | 2021 | 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/> |

£16,323 (2021: £204,979) of government grants were received from the Big Lottery 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 | Unrestricted |
|-------------------------------|--------------|--------------|
| | Funds | Funds |
| | 2022 | 2021 |
| | £ | £ |
| Salaries of fundraising staff | 39,998 | 23,607 |
| Fundraising costs | 55 | 2,411 |
| Publicity and Marketing | 750 | 2,609 |
| | <hr/> | <hr/> |
| | 40,803 | 28,627 |
| | <hr/> | <hr/> |

HOME-START NORFOLK

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

4 EXPENDITURE ON CHARITABLE EXPENDITURE

| | Activities Undertaken Directly 2022 £ | Support and governance costs 2022 £ | Total 2022 £ |
|-----------------------|---|---|--------------------|
| Charitable activities | 374,636 | 32,684 | 407,320 |
| | ===== | ===== | ===== |
| | Activities Undertaken Directly 2021 £ | Support and governance costs 2021 £ | Total 2021 £ |
| Charitable activities | 328,889 | 77,264 | 406,153 |
| | ===== | ===== | ===== |

In 2022 expenditure on charitable activities was £407,320 (2021: £406,153) of which £124,051 (2021: £756) was expenditure from unrestricted funds and £283,269 (2021: £405,397) was expenditure from restricted funds.

5 SUPPORT COSTS

| Cost type | 2022 £ | 2021 £ |
|-----------------------------|---------------|---------------|
| Legal and professional | - | 4,800 |
| Consultancy fees | 8,140 | 52,960 |
| Insurance | 3,589 | 2,516 |
| Consumables | 803 | 1,569 |
| Depreciation | 5,849 | 4,730 |
| Sundry expenditure | 985 | 883 |
| HSUK fee | 8,887 | 6,110 |
| Bank Charges | 87 | - |
| Subscriptions | 185 | - |
| Governance costs: | | |
| Independent Examination fee | 2,400 | 2,184 |
| Accountancy | 1,759 | 1,512 |
| Total | 32,684 | 77,264 |
| | ===== | ===== |

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

HOME-START NORFOLK

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

6 STAFF COSTS

| | 2022 | 2021 |
|------------------------------|----------------|----------------|
| Staff costs were as follows: | | |
| Wages and salaries | 325,317 | 282,249 |
| Employer NIC | 21,302 | 17,231 |
| Other pension costs | 18,004 | 14,838 |
| Total | 364,623 | 314,318 |

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

| | 2022 | 2021 |
|-----------|------|------|
| Employees | 16 | 15 |

The Charity considers its key management personnel to comprise of Chief Executive, Service Manager, Business Manager, and Development Manager. The total employee benefits including employer pension contributions of the key management personnel were £147,529 (2021: £106,854). No employee has employee benefits in excess of £60,000 (2021: none).

7 NET INCOME / (EXPENDITURE)

| | 2022 £ | 2021 £ |
|---------------------------------------|-----------|-----------|
| This is stated after charging: | | |
| Depreciation of tangible fixed assets | 5,849 | 4,730 |
| Pension costs | 18,004 | 14,838 |

8 INDEPENDENT EXAMINER'S REMUNERATION

| | 2022 £ | 2021 £ |
|------------------------------|-----------|-----------|
| Independent Examination fees | 2,400 | 2,184 |

HOME-START NORFOLK

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

9 TANGIBLE FIXED ASSETS

| | Fixtures and Equipment £ | Total £ |
|-------------------------|--------------------------------|---------------|
| Cost | | |
| At 1 April 2021 | 39,091 | 39,091 |
| Additions | 8,231 | 8,231 |
| | <hr/> | <hr/> |
| At 31 March 2022 | 47,322 | 47,322 |
| | <hr/> | <hr/> |
| Depreciation | | |
| At 1 April 2021 | 24,901 | 24,901 |
| Charge for the year | 5,849 | 5,849 |
| | <hr/> | <hr/> |
| At 31 March 2022 | 30,750 | 30,750 |
| | <hr/> | <hr/> |
| Net Book Value | | |
| At 31 March 2022 | 16,572 | 16,572 |
| | <hr/> | <hr/> |
| At 1 April 2021 | 14,190 | 14,190 |
| | <hr/> | <hr/> |

10 DEBTORS

| | 2022 £ | 2021 £ |
|----------------|---------------|---------------|
| Accrued income | 10,545 | 31,498 |
| Prepayments | 993 | 948 |
| | <hr/> | <hr/> |
| | 11,538 | 32,446 |
| | <hr/> | <hr/> |

HOME-START NORFOLK

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | 2022 £ | 2021 £ |
|---------------------------------|----------------------|----------------------|
| Trade creditors | 679 | 6,103 |
| Accruals and deferred income | 67,960 | 37,907 |
| Social security and other taxes | 5,815 | 4,760 |
| | <u>74,454</u> | <u>48,770</u> |
| | <u><u>74,454</u></u> | <u><u>48,770</u></u> |
| Deferred income | 2022 £ | 2021 £ |
| At 1 April | 33,823 | - |
| Additions during the year | 64,902 | 33,823 |
| Released during the year | (33,823) | - |
| At 31 March | <u>64,902</u> | <u>33,823</u> |
| | <u><u>64,902</u></u> | <u><u>33,823</u></u> |

Grant 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 £8,321 (2021: £12,057) 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. There six members remaining in the scheme. 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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

13 STATEMENT OF FUNDS

| 2022 | Brought Forward £ | Income £ | Expenditure £ | Transfers £ | Carried forward £ |
|------------------------------|-------------------------|-------------|------------------|----------------|-------------------------|
| UNRESTRICTED FUNDS | | | | | |
| Designated funds | 108,656 | - | - | (108,656) | - |
| General funds | 352,142 | 79,480 | (164,854) | 108,656 | 375,424 |
| Total unrestricted funds | 460,798 | 79,480 | (164,854) | - | 375,424 |
| RESTRICTED FUNDS | | | | | |
| GYBC Community Grant | 6,130 | 7,917 | (14,047) | - | - |
| Action for Children | - | 125,000 | (125,000) | - | - |
| Home-Start UK | 3,600 | 22,531 | (23,792) | - | 2,339 |
| Big Lottery | 33,656 | 16,323 | (49,979) | - | - |
| Norfolk Community Foundation | 5,922 | 50,441 | (31,986) | - | 24,377 |
| MOD Covenant Fund | - | 35,000 | (33,708) | - | 1,292 |
| Postcode Places Trust | - | 19,284 | (4,257) | - | 15,027 |
| Yorkshire Building Society | - | 500 | (500) | - | - |
| Total restricted funds | 49,308 | 276,996 | (283,269) | - | 43,035 |
| Total Funds | 510,106 | 356,476 | (448,123) | - | 418,459 |

HOME-START NORFOLK

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

13 STATEMENT OF FUNDS (continued)

| 2021 | Brought Forward £ | Income £ | Expenditure £ | Transfers £ | Carried forward £ |
|---|-------------------------|----------------|------------------|----------------|-------------------------|
| UNRESTRICTED FUNDS | | | | | |
| Designated funds | 50,000 | - | - | 58,656 | 108,656 |
| General funds | 358,270 | 77,310 | (29,383) | (54,055) | 352,142 |
| Total unrestricted funds | 408,270 | 77,310 | (29,383) | 4,601 | 460,798 |
| 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 |
| Big Lottery | 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 |
| Marham Covenant Fund | - | 9,008 | (6,622) | (2,386) | - |
| Total restricted funds | 42,873 | 416,433 | (405,397) | (4,601) | 49,308 |
| Total Funds | 451,143 | 493,743 | (434,780) | - | 510,106 |

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

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 supporting 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. |
| Home-Start UK | Funding projects including John Lewis Supercharged Community Grant, JL Caring for Families initiative and DCMS Pear Resilience Fund to support fundraising development. |
| Big Lottery | 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 and Covid-related support to disadvantaged children. |
| East Coast Community Fund (Grantscape) | Funding to benefit families and train volunteers living along West Norfolk Coastline (funded by Orsted Windfarm). |
| Norfolk Community Foundation | Various funds contributing towards salary, travel, project, 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. |
| Marham Covenant Fund | By Your Side – tackling loneliness project for Forces families. |
| Postcode Places Trust | Out of the Blue project funding supporting parental mental wellbeing. |
| Yorkshire Building Society | Funding for a new computer. |

HOME-START NORFOLK

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

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 is for the 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. This has been removed in 2022.

14 ANALYSIS OF NET ASSETS BETWEEN FUNDS

| | Restricted Funds 2022 £ | Designated funds 2022 £ | Unrestricted funds 2022 £ | Total funds 2022 £ |
|--------------------|----------------------------------|----------------------------------|------------------------------------|-----------------------------|
| Fixed assets | - | - | 16,572 | 16,572 |
| Net current assets | 43,035 | - | 358,852 | 401,887 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| | 43,035 | - | 375,424 | 418,459 |
| | <hr/> | <hr/> | <hr/> | <hr/> |

| | 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/> |

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 £18,004 (2021: £14,838). No amounts are outstanding at year end (2021: £nil).

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

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 not incurred during the year for any trustees (2021: £500, 2 trustees, for travel).

There were no other related party transactions (2021: none).

Thank You!

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



- Arnold Clark Community Fund
- ASDA
- Bateman Groundworks Ltd
- Bishop of Norwich
- Blakemore Foundation
- Borough Council of Kings Lynn & West Norfolk
- Brief Community Fund
- Card Factory Foundation
- Civic Office
- Co-op Local Community Fund
- DCMS/Pears Recovery Fund
- Ecclesiastical Movement For Good
- Ellerdale Trust
- EJR Print
- Fuller Endowment Fund
- Geoffrey Watling Charity
- Gorleston Pavilion
- Great Yarmouth Borough Council
- Great Yarmouth Fundraising Group
- Great Yarmouth Inner Wheel
- Higham Family Revenue Fund
- Holly Gold, DL
- Home-Start UK
- John Jarrold Trust
- John Lewis & Partners
- KPMG
- Lady Clare Agnew, DL
- Lord Mayor and Sheriff of Norwich
- Masonic Charitable Foundation
- Nationwide Building Society
- NHS Perinatal Mental Health and Wellbeing Fund
- Norfolk Baby Bump & Beyond Toddler Fair
- Norfolk Freemans
- Norfolk Household Support Fund
- Paul Bassham Trust
- Persimmon Homes
- Saracens Fund
- Swaffham Community Centre
- The Lady Dannatt, MBE
- Tesco
- Trisha Goddard
- Victory Housing Community Fund
- Waitrose & Partners
- Warmingier Wellbeing Fund
- Yorkshire Building Society

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





Everyone
wants to
hold the
baby, BUT
who holds
the
Parents?

#BecauseChildhoodCantWait



01603 977040

www.homestartnorfolk.org

