

**REGISTERED COMPANY NUMBER: 07912948 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1145927**

**Report of the Trustees and**  
**Financial Statements for the Year Ended 31st December 2021**  
**for**  
**Footsteps Worcestershire Limited**

The Richards Sandy Partnership  
Thorneloe House  
25 Barbourne Road  
Worcester  
Worcestershire  
WR1 1RU

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for the Year Ended 31st December 2021**

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**Footsteps Worcestershire Limited**

**Reference and Administrative Details  
for the Year Ended 31st December 2021**

<b>TRUSTEES</b>	Mrs P W Southall Mrs V L Searle Dr J M Husband Ms B A Wright
<b>COMPANY SECRETARY</b>	Mrs S M Smith
<b>KEY MANAGEMENT</b>	Mr J Smith Mrs S Smith Mrs H Dalton
<b>REGISTERED OFFICE</b>	Harrison Clark Rickerbys 5 Deansway Worcester Worcestershire WR1 2JG
<b>REGISTERED COMPANY NUMBER</b>	07912948 (England and Wales)
<b>REGISTERED CHARITY NUMBER</b>	1145927
<b>INDEPENDENT EXAMINER</b>	The Richards Sandy Partnership Thorneloe House 25 Barbourne Road Worcester Worcestershire WR1 1RU
<b>SOLICITORS</b>	Harrison Clark Rickerbys 5 Deansway Worcester WR1 2JG
<b>BANKERS</b>	CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ

**Footsteps Worcestershire Limited**  
**Report of the Trustees**  
**for the Year Ended 31st December 2021**

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st December 2020. The trustees have adopted the provisions of 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).

**A message from the Trustees and Susan & John Smith (founders of Footsteps)**

A recent report (Farewill Report, Death and Us, 2021) on the attitudes of death, concluded that the pandemic has impacted on the way we talk and feel about dying, with more than half of participants stating that they now talked more openly about death. However, a quarter of those taking part still felt death wasn't an appropriate topic to discuss, with a fifth of respondents stating that they weren't sure of the best approach when talking to children about death.

Every child is unique and will deal with the death of someone important in their own way. There is no magic formula. Children and young people grieve just as much as adults but show it in different ways. They rely on adults to provide them with the support they need in their grief. Many get the support they need from those already around them who they know and trust. However, there are many children who don't and need additional - and professional - support. Footsteps provides a preventative service, and helps during children's formative years and in their time of real need, providing the platform to openly discuss and address fears and feelings.

We launched Footsteps back in October 2011 to meet a real gap in service provision in South Worcestershire where there was and continues to be no comparable service for our bereaved children and young people. We are so proud of our Footsteps' journey and our Footsteps' family, our small and dedicated team of staff, Trustees and volunteers, and our wonderfully supportive community. Together we have achieved so much, not least in developing and delivering bespoke and tailored bereavement support packages to almost 1,300 bereaved children, young people and their families and impacting on the lives of more than 7,500.

October 2021 marked the beginning of Footsteps' 10<sup>th</sup> year of service to our community. The ongoing support of Charitable Trusts, local businesses, our community and more recently the National Lottery enables us to continue to deliver to those who need us most. We never take this support for granted; it is our driving force.

It is very important to us that we remain a small and personal charity. We strive to do what we do well, always retaining our ability to be flexible. The last two years have not been without challenges for us all; our bereaved children have had so much to cope with, with the added challenges of social isolation and for many, significant anxieties arising from Covid-19 variants and the pandemic in which we suddenly found ourselves. As a team we have learnt so much. We have adapted and evolved to support our bereaved children and young people in their journey through grief, enabling them to develop their own unique coping mechanisms to be able to manage their grief and to impact positively on their current and future mental health in order to help them live their lives to their fullest.

On behalf of our FOOTSTEPS family, our bereaved children, young people, their families and our team we would like to convey our heartfelt thanks to everyone who has supported and continues to support our service.

**OBJECTIVES AND ACTIVITIES**

**OUR SERVICE - WHAT WE DO**



**Footsteps provides** a specialist programme of support to bereaved children, young people (5 -21 years) and their families in South Worcestershire.

**We provide our service completely free of charge.**

**We aim** to support bereaved children and young people in their journey through grief, to help them to develop their own unique coping mechanisms to manage their grief. We aim to positively impact on their current and future mental health, to help them live their lives to their fullest potential.

**We deliver** our service on an outreach basis. This is essential to ensure that our service is accessible to all in need.

## Footsteps Worcestershire Limited

### Report of the Trustees for the Year Ended 31st December 2021

#### OBJECTIVES AND ACTIVITIES (continued)



We work with a number of local hospices within our geographic boundaries, with Social Care, medical, and educational professional agencies, with Childhood Bereavement Network, Child and Adolescent Mental Health Services, and other support services.

**We meet a real gap in service provision in South Worcestershire.**

Our service is wholly dependent upon the wonderful generosity of our local community, local businesses, Charitable Trusts and the National Lottery Community Fund.

#### 2021 overview - some achievements in numbers

##### We supported 146 children and young people and their families

We spent time talking with 116 families to undertake professional family assessments, to better understand needs and to provide the best tailored support possible for their children.

**We worked with 41 schools & colleges, 24 First, Middle and Primary; 12 High Schools; 3 SEN Schools and 2 Colleges**

We now have a recognised presence in almost 90% of schools in South Worcestershire. We have working relationships / work together with over 100 schools / colleges.

##### We directly impacted on the lives of more than 900 people bereaved of a loved one

**The average number of 1:1 face-to-face support sessions provided to each child was 7.**

**16% have between 10 - 20 sessions.**

We supported families on an outreach basis when it was safe to do so. We supported children and young people from many locations: Worcester and Droitwich (77% of our caseload) Malvern (9%) Evesham and Pershore (12%) and other locations (2%).

**1,250 young people together with their families have been supported by dedicated Footsteps Practitioners since October 2011! And we have impacted on the lives of more than 7,500 in total over this time.**

Our specialist Footsteps team - 1 Bereavement Service Manager and 3 Bereavement Service Practitioners worked directly with bereaved children, young people and their families either face to face (85% of cases) or through remote support (15% of cases).

**2022 IS  
FOOTSTEPS'  
10<sup>TH</sup> BIRTHDAY  
YEAR!**



**2021 has been Footsteps' BUSIEST YEAR EVER**

OBJECTIVES AND ACTIVITIES (continued)

ABOUT OUR CHILDREN, YOUNG PEOPLE AND THEIR FAMILIES

- ❖ 30% of our children were trying to cope with the death of their Dad.
- ❖ 20% were trying to cope with the death of their Mum.
- ❖ 10% were trying to cope with the death of a sibling.
- ❖ Over a quarter were / are trying to cope with multiple deaths within their family and friendship groups.
- ❖ 35% of the children we supported were 5 -10 years.
- ❖ 56% of the children we supported were 11-16 years
- ❖ 9% were aged 17 and over.
- ❖ 47% of children / young people we supported were males.
- ❖ 53% were females.
- ❖ 7% of children were trying to cope with death following a **suicide**.
- ❖ 15% with death from Covid-19 variants.
- ❖ 13% were trying to cope with a bereavement following a drug / alcohol related death.
- ❖

❖ **OUR REFERRALS** – The majority of our referrals were from schools (61% - Head teachers, teachers, school counsellors, safeguarding leads). 22% were from parents and other family members. 15% of referrals were from social services or other agencies and 2% were self-referrals. We received more referrals in 2021 from Worcestershire Children First and more self referrals.

OUR PROGRAMME OF SUPPORT

Our young people and their families are vulnerable - referred to us at extremely sensitive and emotionally charged and needy times, 2021 added further to vulnerabilities with enforced social anxiety and significant anxieties arising from the Covid-19 virus. Our every engagement, whether face-to-face or remote is bespoke, tailored to specific family situations and special and individual needs.

We provide: -

1. **TAILORED SUPPORT** carefully planned and evaluated **1: 1 face to face sessions** and remote / virtual sessions for bereaved children and young people. These are needs-led and flexible and there is no set number.
2. **GROUP SESSIONS** carefully facilitated when safe to do so.
3. **DIRECT SUPPORT FOR PARENTS & CARERS**, with an initial and in-depth family assessments and on-going telephone support.
4. **WORKSHOP OPPORTUNITIES and FAMILY ACTIVITY DAYS**, on weekends and in school holidays (when safe to do so).
5. **ADVICE, TRAINING AND PROFESSIONAL INPUT** in both the statutory and voluntary sector.
6. **AWARENESS RAISING SESSIONS** for young people in schools.

**Footsteps Worcestershire Limited**  
**Report of the Trustees**  
**for the Year Ended 31st December 2021**

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Governing document**

"Footsteps" is a charitable company limited by guarantee, incorporated on 17th January 2012 and registered as a charity on 15th February 2012.

The company is established under a Memorandum of Association which sets out the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up directors are required to contribute an amount not exceeding £1.

### **OBJECTS**

The Charity's objects (the 'Objects') are to relieve the mental, spiritual and physical distress of children affected by bereavement or loss, particularly through group work, support, counselling and education, including (but not by way of limitation):

- increasing a child's knowledge and understanding of death,
- increasing awareness and understanding of the grieving process,
- promoting open communication within the child's family,
- responding to the individual needs of each child and its family, enabling them to continue their lives in a meaningful way, and
- establish any other services as might be required by an agency dealing with child bereavement,

### **Our Volunteers**

We always welcome volunteers of all ages and backgrounds.



Our volunteers include young people we have supported, as well as some parents / carers; they range from teens to late 60-year-olds and they continue to bring to our organisation a variety of life skills.

We benefitted from the support of many professionals and many members of our community in 2021.

We welcomed a new and experienced volunteer into our Practitioner team towards the end of 2021. The Footsteps team feel she will be a great asset to Footsteps.

Our volunteers are truly remarkable. They give their skills and time to make a difference to the lives of bereaved children, young people and their families. We could not offer our full service without their amazing support and we feel privileged to have them working alongside us.

### **Our Trustees**

Footsteps is under the guardianship and leadership of 4 Trustees.

Our most recent Trustees include a Legal Secretary from a long-established law firm (a Company which has been very supportive of Footsteps over a long period of time). She has a drama background, is very knowledgeable on GDPR and has access to employment law information. In addition, the retired Head of the Institute of Health & Society at Worcester University is a member of our Trustee team, with a background in nursing and teaching and a former Trustee with St. Richard's Hospice. Our Board of Trustees also includes a retired teacher/Parish Counsellor and a School Health Nurse, both with very significant experience to offer and who are very active in their roles/support for Footsteps. Our Chair and our Trustee Group were very active in 2021, providing significant governance and steering throughout the Covid-19 pandemic and throughout our restructuring and reorganisations over the year. Footsteps' team have all benefitted from excellent Trustee support during very challenging times.

**Footsteps Worcestershire Limited**  
**Report of the Trustees**  
**for the Year Ended 31st December 2021**

**STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)**

Our Trustees work selflessly to ensure all decisions put the needs of our children, young people and their families first.

**Recruitment and appointment of new trustees**

The Directors of the Company are also Charity Trustees for the purposes of charity law. Due to the nature of the charity's work with bereaved children, the Trustees and Management Team are always mindful of the need to recruit additional Trustees who can bring specialist expertise, skills and knowledge of the community we serve. The Trustees seek advice and recommendations of staff before appointing new trustees. New Trustees are provided with a Trustee induction pack which includes the following Charity Commission publications: -

- CC3: The Essential Trustee: what you need to know.
- CC10: The Hallmarks of an effective Charity.

**Our Team**

Our people define Footsteps and create the identity we are so very proud of. Our team is small, dedicated and passionate.



Our team comprises ♦ a Bereavement Service Manager ♦ 3 additional Bereavement Service Practitioners ♦ an Operations Manager ♦ 2 Consultants.

*One Consultant (former Service Manager) has significant legal experience, 10 years' experience as Fundraising Manager with Noah's Ark Trust (1999-2009), was a co-founder of Guy's Gift (2009-2012) supporting bereaved young people in Warwickshire and has been Secretary to a large national Charitable Trust for the last 23 years. She was also on the decision-making panel of the*

*Local Network Fund for Children & Young People in Worcestershire throughout its lifetime. Our other Consultant (former Bereavement Service Manager) has 35 years' experience in senior management roles in education, 20 years' experience of working specifically with bereaved young people and was also one of the co-founders of Guy's Gift in 2009, which is still operating in Warwickshire. He has been instrumental in building the Practitioner team for Footsteps - a small team of highly skilled and experienced Bereavement Practitioners who are both dynamic and passionate about the service they deliver.*

*Our Bereavement Service Manager has an MA in Dramatherapy. She has 13 years' experience working with children, which includes working in mainstream education supporting young people with learning difficulties as a trainee therapist and working in a residential home for young people with severe learning difficulties, also as a trainee therapist. She has had a paper published "Children and young adults of alcoholics and attachment theory." Our Bereavement Service Practitioners have 46+ years of wide-ranging experience working with children and young people. They have a range of professional qualifications including: BSc(Hons) Psychology; post graduate diploma in counselling children and young people; advanced certificate and diploma in counselling / counselling skills; membership of the British Association for Counselling and Psychotherapy, abiding by their Ethical Framework for Good Practice. We welcomed a volunteer Bereavement Service Practitioner into the team towards the end of 2021; a former teacher with experience in further education and currently undertaking her level 4 CPCAB in therapeutic counselling. She will have a small workload and we hope that her involvement with Footsteps will be mutually beneficial, also providing her with the further experience and support she is seeking to develop her future work and ambitions helping our local communities. Our Practitioners all have monthly peer supervision and professional clinical supervision. Our full team meets once a week to review the week and our future plans.*

*Our Operations Manager has 30 years' experience within the Police Service, working in business, programme and project management. She herself is a widowed mother of 2 children and joined our team to help make a difference to other bereaved families.*



**Footsteps Worcestershire Limited**  
**Report of the Trustees**  
**for the Year Ended 31st December 2021**

**STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)**

## **#TEAMFootsteps**

*We consider ourselves very fortunate to have such a strong, cohesive team who have all worked together for several years, enjoy their work, have fun together, and support one another extremely well on a day to day basis through some very difficult emotional work.*

Together, our Team, Volunteers and Trustees work tirelessly to help prevent children and young people from suffering the long-lasting negative impacts of bereavement right through into adulthood.

### **ACHIEVEMENTS AND PERFORMANCE**

**IN 2021 ....** The winter of 2021 saw further lengthy school closures and changing government restrictions and guidelines, as the Covid-19 pandemic continued to take its toll on our communities. The Footsteps team started the year with processes, policies and procedures in place to ensure that we were in the best possible position to provide our bereavement services at the times they were most needed and however we best could. We started the year in a strong position. This supported us in our aim to continue to adapt, evolve and retain our flexibility to meet the very real and changing needs of our bereaved children, young people, and their families in South Worcestershire, in very challenging times. New technology, funded by a National Lottery IT grant, facilitated our new virtual ways of working, as did our initiative-taking research, online learning and development in 2020.

2021 ended as Footsteps' busiest year. The demand for our services throughout the year was at its highest since the Charity's launch ten years ago. Our small team worked very hard to provide specialist and professional support to 146 bereaved children, young people and their families. Thanks to the security of funding from the National Lottery Community Fund; further funding secured from other Charitable Trusts, local business and our wonderful community, we were able to continue to provide our service to those in need and provide additional 1:1 bereavement support sessions. This enabled us to manage our waiting list to meet our demand and to provide our services at the times they were most needed and deemed to be at their most effective. Safeguarding, as always was a priority throughout the year, for our children, young people and our team. Our Trustees were also involved in both the guidance and steering of safe and effective face-to-face sessions and remote working.

### **SOME QUOTES FROM OUR SERVICE USERS**

**Safeguarding Lead:** I would like to thank you for the support that Footsteps have given our High School students over a number of years. Your organisation meets and helps students struggling with very difficult and upsetting situations. The process for taking our referrals is very thoughtfully managed, the process is efficient and not time consuming which is very much appreciated by school staff. We have found that once the referral is in the system and a counsellor has been allocated to work with the child, the support is invaluable. Our students very much appreciate the 1-1 contact and care. The counsellors manage to quickly form trusting and supportive relationships that are guided by the student's needs and requests. This has been seen with some of our most unhappy students who, when they have worked with your counsellors over a period of time, have acquired the skills to be able to manage their emotions and cope with their loss in a way that is appropriate for them. I hope that our partnership, and your staff expertise, will continue to be able to look after these vulnerable young people in what is often the most challenging point in their young lives.

**Inclusion leader & Assistant Principal:** Footsteps has provided a fantastic service for several children within our school. Children who have lost close family members in tragic circumstances and those who have witnessed the grief of the build up to facing the loss. Children have been supported, understood and provided with the building blocks to be able to begin to move forwards in tragic and distressing circumstances. The support Footsteps have provided has allowed our children to begin to understand and rebuild their lives. This service has been invaluable to our school.

#### **Some of our Parents / Carers have said:**

"This service has been invaluable. My children have both had sessions with counsellors and I have seen very positive changes. They are both under xxx for mental health issues and have had support workers, but this service has been of more benefit to them than xxx. They can now talk about those they have lost (died) and are more aware of how they are feeling and that it's ok to have those feelings. I cannot begin to tell you how much the counsellors have helped them and I hope and pray that this service will continue to grow and offer more children this support. Thank you so much." Brilliant.

"Footsteps kept my family together, giving the children answers to questions that I could not. Showing the children, it was ok to grieve and to remember our loved ones in such a way they would never be forgotten. This is a priceless charity for our families."

**Footsteps Worcestershire Limited**  
**Report of the Trustees**  
**for the Year Ended 31st December 2021**

**ACHIEVEMENTS AND PERFORMANCE (continued)**

**SOME QUOTES FROM OUR SERVICE USERS (continued)**

*Some of our children have said:*

**"I feel so much more confident to tell / let people know what's the matter or if I have anything on my mind."**

*"Without the support of Footsteps, I don't think I would have coped with losing my mum as well as I have and wouldn't be where I am today. The support from Footsteps has helped me get through a time I couldn't imagine getting through and continues to help me through things when they get hard." "I know it is ok to be happy and okay to be sad."*

***"Footsteps has helped me learn that it's okay to be sad .... but it's best to think about the good times...I haven't hurt myself since seeing Footsteps"***

In 2020 we adapted our service to meet changing needs so that when it was not safe to deliver face-to-face support and services indoors within our safe educational environments, we provided:

2021 FOLLOWED 2020 AS A DIFFICULT YEAR FOR SO MANY, NONE MORE SO THAN MANY OF OUR BEREAVED CHILDREN, YOUNG PEOPLE AND THEIR FAMILIES. THEIR CHALLENGES, DEALING WITH AND JOURNEYING THROUGH THEIR GRIEF, HAVE BEEN COMPOUNDED BY SOCIAL ISOLATION - FROM THEIR FRIENDS, FAMILIES AND TEACHERS AND WITH THE ADDED ANXIETIES THAT COVID-19 HAS CREATED IN MANY.

NEVER HAS OUR FREE SERVICE AND THE DEMAND FOR OUR PROFESSIONAL SUPPORT BEEN MORE ESSENTIAL THAN IN THIS CURRENT PANDEMIC.

**LEARNING AND ADAPTING OUR SERVICE - Case Study Examples**

As a charity our team has spent a significant amount of time learning and adapting our service throughout the pandemic. We have remained flexible and accessible wherever possible to those in need and have provided safe professional support in the best way that we were able, to meet individual children's and families' needs. In 2021 we part automated our processes to capture feedback from our children and young people and this information continues to be used alongside paper feedback surveys to develop and adapt and ensure that we are meeting real and changing needs.

**Real Examples and Case Studies**

**Supporting a young, bereaved person during the Pandemic:** One of our Practitioners supported a young person whose close family member died in March 2020 from COVID-19. In January 2021, the pandemic was still restricting accessibility of face-to-face support, as schools were instructed to close. With the first anniversary of Nan's death approaching, the young person was open to the idea of remote support via video link. As the young person was preparing for exams, she felt that support was necessary to help minimise the impact her grief was having on her studies. Our Practitioner worked flexibly to offer a convenient time to meet remotely, outside the home-schooling hours. The young person's family were supportive of her need for a safe, private space within the home to conduct sessions. Support sessions took place weekly during the Spring, allowing for in-depth discussion around different aspects of the death, including the ongoing pandemic.

Our Practitioner offered reassurance and self-care techniques which the young person found very helpful. They explored the impact of the sudden nature of the death, how the young person felt about this, and the pandemic itself. The young person identified as being someone who struggles to 'let go' emotionally. She identified that she had concerns around how she would feel once sessions closed, as she had come to value the reflection time which sessions offered to her.

Our Practitioner paid particular attention to closing sessions appropriately and comfortably, so she felt reassured in-between sessions. Once support was ending, the young person noted that she felt better having spoken to someone about her feelings and about her exams and that she felt she now had in place the relaxation techniques to use.

**Footsteps Worcestershire Limited**  
**Report of the Trustees**  
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**ACHIEVEMENTS AND PERFORMANCE (continued)**

**Supporting a young person bereaved by a sudden death:** One of our Practitioners has been supporting a young person whose father died suddenly at the end of 2020. School closures at the time resulted in careful consideration of the suitability of remote support for this young person. Teaching staff and family members felt face-to-face support would be more appropriate. However, as his sister was already receiving remote support from another Practitioner, and engaging well, it was offered to the young person with the offer to change sessions to face-to-face support as soon as it was possible.

The young person developed a rapport with our Practitioner very quickly. Throughout the sessions he talked openly and participated in several drawing activities focused on emotions and memories. Individual emotions were explored visually, allowing a platform to identify his specific feelings, and discuss these in relation to his bereavement. The young person also made use of the support sessions to explore his relationships, and his role within his family. Our Practitioner used a variety of resources to engage the young person and tailor the sessions to his individual interests. He reported having found his support sessions 'fun' and transitioned well to face-to-face support.

**Online Support:** A Practitioner supported a young person during lockdown via Zoom, following the death of a great grandparent with whom they had an extremely close relationship. This worked well and the young person was confident and comfortable with this way of working. They were able to access sentimental items within the house to share via the camera with the Practitioner. This gave a very personal feel to sessions and brought an element not easily available when meeting in an educational setting. However, there were periodic interruptions by other household members. The Practitioner and the young person agreed that the Practitioner would contact the parent and ask for more privacy during sessions and this was achieved. Support was brought to a close in a controlled way, when the young person established the ability to discuss their bereavement with other family members and felt that they had developed their own coping strategies.

**Covid Death:** A young person was referred for support, following the death of her Mum from COVID-19. Mum was in hospital for a number of months before she died and sadly restrictions at the time meant the young person could only have contact with Mum via video call. Their relationship had always been a close one and during the sessions the Practitioner noticed that transference/attachment had shifted onto them as a parent. Together, the Practitioner and young person explored this with the young person acknowledging that talking to the Practitioner was like talking to her Mum. Over time the Practitioner made sure there was no dependent relationship developing and that the young person could separate Mum from the Practitioner. The young person is very aware of COVID-19, in a fearful manner she continues to adhere to all advised safety precaution even as restricting are lifting. Together with the Practitioner they are checking that they are following covid guidelines but not turning them into an obsession. Our support continues as coping strategies are being developed.

Our priority and efforts throughout the year in 2021 were on ensuring wherever we could, that our service reached those who most needed our support. We now have a recognised presence in almost 90% of schools in South Worcestershire and in 2021 we strived to increase further awareness of our work through communications. We have also grown our social media presence significantly this year and feedback on this is very positive.

**Footsteps Worcestershire Limited**  
**Report of the Trustees**  
**for the Year Ended 31st December 2021**

**ACHIEVEMENTS AND PERFORMANCE (continued)**



Delivery of our service this year was helped by the National Lottery Community Fund recognising the continued importance and value of our work. This grant came at a time of great need when charities struggled – and continue to struggle – to secure funding.

Support and donations from our community, however small or large, acknowledge the value of our service, as do our very many testimonials from professionals, parents / carers and from children themselves.

**DELIVERING OUR OUTCOMES IN 2021**

- 1> WE EMPOWERED BEREAVED CHILDREN & YOUNG PEOPLE, with greater ability to explore and express difficult feelings, and acquire greater confidence and improved self-esteem, increasing their emotional resilience.
- 2> WE REASSURED PARENTS and CARERS, improved relationships and increased communication with their children, diminishing the levels of stress likely to cause distress.
- 3> WE INCREASED PROFESSIONALS' knowledge and awareness of bereavement issues and enabled them to better support those with whom they are interacting.

**DELIVERING OUR OBJECTIVES IN 2021**

- ☐ Children and Young People developed their own unique coping mechanisms.
- ☐ Parents and carers felt better able to support their children.
- ☐ Family life benefitted.
- ☐ There was a positive impact on the Child's / young persons school and college life.
- ☐ 1:1 work provided opportunities for young people to be heard, to ask questions, to unburden themselves.
- ☐ School teachers and others professionals working with young people benefitted from our advice, knowledge and experience as to how to best support young people on a day to day basis.
- ☐ Our education of the wider community provided practical advice to enable members to help those they know that have been bereaved of a loved one.

**Footsteps Worcestershire Limited**  
**Report of the Trustees**  
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**ACHIEVEMENTS AND PERFORMANCE (continued)**

**LONGER TERM BENEFITS ANTICIPATED**

Coping with the loss of a loved one may be one of the hardest challenges that a child / young person faces.

Grief can be particularly intense and isolating and a young person can be overcome by shock & confusion, leading to prolonged periods of emotional turmoil, anger, sadness or depression. Many people find it difficult to talk about death. A good social, support network can help, but many of our young people do not have this. The situation and painful emotions will not improve by avoidance and it is very important for a grieving young person to talk to someone to express and share their emotions and thoughts. Discussing grief can stop negative and destructive emotions from building up at a time when young people are at their most vulnerable and can help prevent them from seeking solace in harmful lifestyle habits. Negative ways to cope with thoughts and feelings about loss and death, if unsupported, can predispose children to a mental health condition. Acute or even suppressed grief can lead to distorted grieving, characterised by extreme guilt or anger, leading to aggressive and destructive outbursts, self-harm, school refusal, crime and anti-social behaviour, drug/alcohol abuse, testing of authority systems, loss of self-respect, loss of confidence, depression, physical ailments and symptoms, loss of a general sense of purpose in life and poor mental health. 2020 was a difficult year for so many, not least those bereaved of a loved in, in unprecedented times of social isolation and added anxieties caused by the Covid-19 virus and pandemic. Our specialised bereavement support positively contributes to not only the mental and physical health of children and young people, but also to their welfare and future well-being. We are a preventative service and help during children's formative years and in their time of real need, providing the platform to openly discuss and address fears and feelings. Our input can help to prevent the breakdown of family relationships & improve physical/ mental health & emotional wellbeing.

There are many factors that play a role in how we react to a significant loss, too many to list here; they include our cultural norms, our support systems, the circumstances of a death, existing coping mechanisms. Measuring and evaluating grief support can be challenging, as everyone's experiences are unique. Rather than using an evaluation tool with a one size fits all approach; we use our carefully tailored family assessment form when we first visit parent/carers and young people. Our process allows us to highlight and identify any specific needs of young people and their families and offer them support with these needs in mind.

**Footsteps Worcestershire Limited**  
**Report of the Trustees**  
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**ACHIEVEMENTS AND PERFORMANCE (continued)**

**NETWORKING AND EVALUATION**

- **We work in partnership** with both national and local organisations to ensure that we continually learn, our service meets very real needs, is flexible and unique. We receive and pass referrals, exchanging ideas, sharing best practice, training and ensuring that there is no duplication in service provision.
- **We liaise and work collaboratively with other professionals and agencies.** Schools and education professionals are increasingly seeking our support for young people, both individually and in school group work and assemblies. These are often very participative, with young people sharing and discussing their concerns and emotions regarding recent national events that have resulted in the death of young people, as well as friends. We attend review meetings, providing specialist advice, input and training as required.
- **We prioritise the safeguarding and wellbeing of children and young people** by communicating and working with a range of other professionals including schools, counsellors and health service professionals to collaboratively support children and young people to achieve positive outcomes.
- **We have excellent links with stakeholders & other organisations** within our local communities. We play an active role in a network of bereavement experts & services both nationally (Child Bereavement Network) & regionally, to ensure that our approach & service is the best way to meet the needs / issues that we have identified with our beneficiaries & their families.

Footsteps continued to develop and evolve through networking as the COVID-19 pandemic continued into 2021 and within changing government restrictions. A Practitioner participated in Bereavement Sector monthly webinars, a network for Bereavement Alliance and Childhood Bereavement Network members (set up in response to the challenges COVID-19 posed to UK Bereavement services). Learning and findings from presentations and training opportunities continue to be shared across the team at our weekly team meetings, as are campaign ideas and awareness weeks e.g., Loneliness Week, Mental Health Awareness Week, Children's Grief Awareness Week, Baby Loss Awareness Week, National Grief Awareness Week. Our learnings are incorporated into our services and into our social media communications and engagement, including our closed Parents' Facebook Group. A team member participates in webinar discussion rooms when opportunities arise. Resource libraries are taken advantage of. It has also been rewarding to see our service promoted and signposted during presentations by other bereavement services / other organisations.

The team have continued to further develop their skill sets and professional development, some most recently undertaking and taking advantage of new Suicide and Bereavement Training Opportunities. Links and a good working relationship have been developed with a new Suicide Liaison role within Worcestershire. The role has responsibility for providing a practical service and support in the early days of a suicide. Following discussions, the new postholder will refer parents/carers with bereaved children/young people in South Worcestershire to Footsteps whenever appropriate. Equally, when taking referrals from others or undertaking Family Assessments, we will be considering the relevance of this service and signposting if appropriate.

**NETWORKING AND TRAINING**

We provided training to teaching staff in schools. We delivered training to 30 professionals: Assistant Heads; Associate Heads; class teachers; teaching assistants; pastoral leads and learning support professionals. The aim was to provide school professionals with the knowledge and confidence to help their bereaved children, to increase an awareness of our specialist support and to signpost other services. We had excellent feedback; our evaluation highlighted 100% of attendees would recommend our training. This is something we aim to do more of in 2022, subject to capacity, resourcing and funding. Some feedback we received *"Training was brilliant....I have learnt a lot today, thank you! .... I have 3 children in my class who have all lost a parent, very useful to have a forum to discuss death openly and candidly and very helpful to know about the counselling service available to children.....Lots of ideas given to help, questions on playing cards, Jenga blocks, memory boxes, questions in jars, pictures...Good to have a better understanding of good language to use and not to use.....Amazing to know free support is available.....this [training] will support me to share strategies with the rest of school staff... Thank you so much...A valuable service...Thank you for everything you've done and continue to do...."*

**Footsteps Worcestershire Limited**  
**Report of the Trustees**  
**for the Year Ended 31st December 2021**

**ACHIEVEMENTS AND PERFORMANCE (continued)**

**EVENTS**

Following the COVID-19 outbreak and with the easing of government restrictions later in 2021, Footsteps was able to organise its first larger scale, face-to-face family event of the year. Our Christmas Lantern Walk in the wonderful, private park and woodlands of Spetchley Gardens brought many of our bereaved children, young people and their families together to remember their loved ones. Funding for the event was secured from a long-established law firm and the grounds and facilities within the Spetchley Estate were generously provided, free of charge, by the Berkeley family. The event was carefully managed to ensure a safe environment for all and was a great success. Families spent precious time together, decorating wooden tree cookies (made by the husband of one of our Practitioners). These were hung on an illuminated memory tree along our lantern route. Refreshments were provided afterwards and opportunities for families and the team to share time together, helping to prevent feelings of isolation. Some of the wonderful feedback we received:

- ❖ *The lanterns made the whole experience incredibly magical;*
- ❖ *Thank you for all your wonderful work, not just tonight, but always...*
- ❖ *Thank you for a lovely reflective time. So nice to be with other people in the same position...*
- ❖ *Lovely lantern walk to remember our loved one at Christmas;*
- ❖ *Lovely for my children remembering their Dad;*
- ❖ *Thank you so much for a very thoughtful and special night;*
- ❖ *A time to remember;*
- ❖ *Footsteps you have been so valuable to my daughter;*
- ❖ *Thank you so much Footsteps, for everything you do.*

**SOCIAL MEDIA**

We developed our social media presence significantly in 2021. This not only added to an increased awareness of our services but has also provided greater support remotely for the wider bereaved community. We are continuing to develop our Facebook Parent/Carer Support Group, set up in 2020. This was implemented at a time of most need and provides a medium for peer support between parents and carers, helping to reduce feelings of isolation in a time of real need. It is managed and monitored by one of our Practitioners.

**MANAGING OUR DEMAND AND MEETING REAL NEEDS**

2021 was Footsteps' busiest year. Footsteps' unique service has always been an outreach service, thereby ensuring that we are accessible to all, including those most vulnerable. Some of our families are without access to transport / family support. This means that there can be significant travel time between schools due to the geography of South Worcestershire. We always consciously manage our Practitioner caseloads and our school allocations to ensure that we are as efficient as possible, managing our costs and maximising our capacity. Most of our children, young people and their families are now requesting face-to-face support, following significant periods of isolation in their young lives and this is also recommended on most occasions following our initial Practitioner assessments. Remote support continues to be offered as and when it is felt to be a suitable and effective option for a young person. In 2021, 15% of our young people were supported remotely - our Practitioners have been able to be more flexible when offering appointments for remote 1:1 sessions and this has been welcomed.

- **We can only measure and track our performance and our success** by involving those we are aiming to help. It is important to us to give children, young people and their families a voice; and for them to feel that they are being listened to. They are valuable contributors from whom we are keen to learn.  
**Our team meets regularly on a weekly basis and this continued remotely during lockdowns.** We pride ourselves on our ability to be flexible and adapt quickly. When we feel it is appropriate, we act on feedback/information quickly and put change in place, where relevant, always endeavouring to let the person that has led to this, know that we have acted on their valuable input.

**Footsteps Worcestershire Limited**  
**Report of the Trustees**  
**for the Year Ended 31st December 2021**

**ACHIEVEMENTS AND PERFORMANCE (continued)**

- We maintain Excel spreadsheets to capture information that we require to **DELIVER** our service efficiently and effectively, and as additional information to **REVIEW** who, where when and how we deliver our service. We record and track information including sources of referrals and enquiries, the age and sex of each child referred, the school / college they attend, where they live, the relationship to them of those who have died, the nature of the death(s), multiple deaths, number of sessions they receive, time frame over which they are supported etc. We continue to analyse this information, together with the geographical area we are supporting in more detail, to support us in ensuring that we provide our service in all areas of South Worcestershire, when it is needed. The information from our spreadsheets is vital to track our work, to better understand and learn from the wider picture, to support our fundraising and our service development.

**Public Benefit**

The Trustees can confirm that they have had due regard to the Charity Commission's guidance on public benefit in deciding what activities the charity should undertake. In all work with bereaved young people and their families, benefit to the public is of paramount importance. We measure the success of our direct support against the required outcomes for individuals.

**POLICIES**

We have a commitment and a responsibility to safeguard all the children we work with from all forms of physical or mental violence, injury or abuse, neglect, maltreatment or exploitation, including sexual abuse.

The aim of the Footsteps Child Protection and Safeguarding Policy is to promote good practice, provide children with the appropriate protection and help employees, trustees and volunteers make informed and confident responses to Child Protection issues.

Footsteps has rigorous policies and procedures in place to ensure Safeguarding and Child Protection, staff protection, Data Protection and Confidentiality, and protection of our employees and our clients, whilst working face- to- face and remotely. All records are protected and appropriately in line with these policies and procedures (both electronic and paper records). Our Policies are renewed and updated annually.

**FINANCIAL REVIEW**

The majority of our income in 2021 came from the National Lottery Community Fund, with the remainder coming from Charitable Trusts, corporates and our community. 2021 was a difficult year to secure funding from Charitable Trusts, corporates and our community, due to the ongoing Covid-19 pandemic. Funding sources were less, when demand for funding from many worthy causes continued to increase and when many were and are experiencing financial hardship. Despite this and largely due to our proven track-record, we secured some annual commitments from loyal Charitable Trusts; and some one-off donations, although there were smaller numbers making these donations. We had some good support from our community, albeit for smaller amounts of money, and also from some corporates.

Our reputation goes from strength to strength together with the recognition of the value of our service. We are very proud of our success in developing our service and supporting bereaved children, young people and their families in South Worcestershire for the last ten years. Funding always remains challenging to enable the continuation of our support programme. No bereaved child, young person, together with their family, should be left isolated and vulnerable. Our aim is to work hard to continue to develop and deliver our service over the longer term to those in need, in order to ensure a better future for children and their families in South Worcestershire by addressing grief at an early stage and preventing future mental health problems.

The ongoing support of some of our current and some new Charitable Trusts is vital to ensure the continuation of our service and we are working hard to deliver our sustainability plans. It is vital, ethical and a requirement of our service that we have the ability to continue to support once we have given our commitment to a young person. Long term financial security is critical to achieve this. Significant work and effort have been and are continuing to be invested to ensure that the charity can continue to thrive. Applications will continue to be made to Charitable Trusts nationwide and locally, relationships will be made and cultivated and we are hopeful that with a lot of hard work, we will achieve the necessary funding to continue to develop and make a real difference to the significant needs within Worcestershire for future years.



**Footsteps Worcestershire Limited**  
**Report of the Trustees**  
**for the Year Ended 31st December 2021**

**ACHIEVEMENTS AND PERFORMANCE (continued)**

Our Trustees have always felt it to be important that we do not grow too large, nor overstretch ourselves. The main consideration for Footsteps has always been to do what we do well, provide a high-quality service and to look after our staff.

**RESERVES POLICY**

The Trustees have established the charity's reserves policy with reference to Charity Commission Guidance (CC19) and accounting standards (Charities SORP (FRS 102) 2019). The Trustees' intention is to build sufficient reserves to ensure continuity of service and they consider it prudent to work towards free I.e., unrestricted) reserves of a minimum of nine months expenditure. The charity will also maintain a reserve to close the charity, should it be necessary, without adversely affecting the service to families already receiving support, meet liabilities to creditors and meet staff notice and redundancy costs. This intention is established annually when the Trustees agree the budget for the forthcoming year. The Trustees ensure that the reserves are monitored periodically and they keep the reserves' policy under regular review.

**GENERAL FUND**

The Trustees intention is to build up reserves to ensure continuity of service and they consider it is prudent to work towards free reserves of a minimum of nine months' expenditure. The Charity will also maintain a reserve to close the Charity, should it be necessary, this will cover staff notice and redundancy costs.

The Charity is currently holding 16 months of total expenditure including restricted fund expenditure. The Charity was unable to fully utilise funding this year due to Covid-19 and 1 member of staff going on maternity leave. The trustees aim to make a planned deficit next year as a result.

The general fund balance at 31 December 2021 was £108,544 (2020 £69,997).

**RESTRICTED FUNDS**

The Charity currently benefits from the following restricted funds:-

- **National Lottery Community Fund - £234,577 (2020 £80,786)**  
This grant covers the salaries of our Bereavement Service Manager, Operations Manager, and 2 part time Bereavement Service Practitioners, travel, organisational overheads, workshop materials and evaluation.
- **The Eveson Charitable Trust - £2,086 (2020 £3,419)**  
This was a grant of £6,000 that was received in 2020 towards salary costs and associated expenses. To date £3,914 has been spent and the balance of £2,086 will be spent in 2022.
- **Clothworkers' Foundation - £4,051 (2020 £7,070)**  
This was a grant of £9,900 towards the cost of laptops, ipads and mobile phones. The balance at 31 December 2021 is £4,051, which represents the net book value of the assets purchased.
- **National Lottery Equipment - £4,511 (2020 £7,349)**  
A grant was received towards the cost of updating technology. The balance at 31 December 2021 is £4,511 which represents the net book value of the assets purchased in 2020 and 2021 £2,577 plus a balance of £1,934 which will be spent in 2022.
- **Awards for All - £10,000 (2020 (£Nil))**  
This was a grant of £10,000 received in 2021 to fund additional Bereavement Practitioner sessional work during 2022. The balance at 31 December 2021 is £10,000.
- **Medical Accident Group**  
A grant of £174 was received from the Medical Accident Group to fund a running kit for the London Marathon the full amount has been spent in the year.

**Footsteps Worcestershire Limited**  
**Report of the Trustees**  
**for the Year Ended 31st December 2021**

**ACHIEVEMENTS AND PERFORMANCE (continued)**



**YOUR HELP AND THANK YOU**

Please help us to continue our work in 2022/23.

On behalf of our children, young people and their families, we would like to thank everyone who has supported our service.

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

Approved by order of the Board of Trustees on .....2/8/2022..... and signed on its behalf by:

  
.....  
**P.W. SOUTHALL**

**Independent Examiner's Report to the Trustees of  
Footsteps Worcestershire Limited**

**Independent examiner's report to the trustees of Footsteps Worcestershire Limited ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31st December 2021.

**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 charity'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 your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Chartered Certified Accountants 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:

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 (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

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.



Rob Richards FCA CTA FCCA  
Chartered Certified Accountants  
The Richards Sandy Partnership  
Thorneloe House  
25 Barbourne Road  
Worcester  
Worcestershire  
WR1 1RU

Date: 2/3/2022

Footsteps Worcestershire Limited

Statement of Financial Activities  
(Incorporating an Income and Expenditure Account)  
for the Year Ended 31st December 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	3	32,599	-	32,599	16,978
<b>Charitable activities</b>	5				
Counselling and related services		7,871	238,125	245,996	141,938
Investment income	4	-	-	-	1
<b>Total</b>		<b>40,470</b>	<b>238,125</b>	<b>278,595</b>	<b>158,917</b>
<b>EXPENDITURE ON</b>					
<b>Charitable activities</b>	6				
Counselling and related services		1,800	81,647	83,447	92,967
<b>NET INCOME</b>		<b>38,670</b>	<b>156,478</b>	<b>195,148</b>	<b>65,950</b>
<b>Transfers between funds</b>	16	(123)	123	-	-
<b>Net movement in funds</b>		<b>38,547</b>	<b>156,601</b>	<b>195,148</b>	<b>65,950</b>
<b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		<b>69,997</b>	<b>98,624</b>	<b>168,621</b>	<b>102,671</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>108,544</b>	<b>255,225</b>	<b>363,769</b>	<b>168,621</b>

The notes form part of these financial statements

Footsteps Worcestershire Limited

Balance Sheet  
31st December 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
<b>FIXED ASSETS</b>					
Tangible assets	13	99	6,628	6,727	8,735
<b>CURRENT ASSETS</b>					
Debtors	14	961	130,083	131,044	1,016
Cash at bank		<u>111,218</u>	<u>118,514</u>	<u>229,732</u>	<u>161,530</u>
		112,179	248,597	360,776	162,546
<b>CREDITORS</b>					
Amounts falling due within one year	15	(3,734)	-	(3,734)	(2,660)
<b>NET CURRENT ASSETS</b>		<u>108,445</u>	<u>248,597</u>	<u>357,042</u>	<u>159,886</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>108,544</u>	<u>255,225</u>	<u>363,769</u>	<u>168,621</u>
<b>NET ASSETS</b>		<u>108,544</u>	<u>255,225</u>	<u>363,769</u>	<u>168,621</u>
<b>FUNDS</b>	16				
Unrestricted funds				108,544	69,997
Restricted funds				<u>255,225</u>	<u>98,624</u>
<b>TOTAL FUNDS</b>				<u>363,769</u>	<u>168,621</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31st December 2021.

The members have not required the company to obtain an audit of its financial statements for the year ended 31st December 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 2/3/2022 and were signed on its behalf by:

  
P W Southall - Trustee

The notes form part of these financial statements

**Footsteps Worcestershire Limited**  
**Notes to the Financial Statements**  
**for the Year Ended 31st December 2021**

**1. ACCOUNTING POLICIES**

**BASIS OF PREPARING THE FINANCIAL STATEMENTS**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

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

**INCOME**

All income is recognised in the Statement of Financial Activities once the Charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income from grants is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty. Income from grants is only deferred when the charity has to fulfil conditions not yet met before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Donations from individuals within the community are recognised immediately upon receipt.

Interest income is recognised for all interest-bearing instruments on an accrual basis.

**EXPENDITURE**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**TANGIBLE FIXED ASSETS**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment                      -    33% on cost

**TAXATION**

The charity is exempt from corporation tax on its charitable activities.

**FUND ACCOUNTING**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**PENSION COSTS**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**FINANCIAL INSTRUMENTS**

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised when the charity becomes party to the contractual provisions of the instrument.

Financial assets are offset, with the net amounts presented in the accounts where there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

**Footsteps Worcestershire Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31st December 2021**

**1. ACCOUNTING POLICIES - continued**

**FINANCIAL INSTRUMENTS**

**Basic Financial Assets**

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market value rate of interest.

**Basic Financial Liabilities**

Basic financial liabilities, including trade and other payables, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of future receipts, discounted at a market rate of interest. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of the operations from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If they are presented as non-concurrent liabilities. Trade payables are recognised initially at transaction costs.

**2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

**Critical areas of judgement**

The allocation of staff costs between individual unrestricted and restricted funds is based on the estimated split of staff time for each individual employee of the charity. The allocation of general support costs is between individual unrestricted and restricted funds is directly linked to the assumptions made in allocating staff costs between individual unrestricted and restricted funds.

**Significant areas of estimation uncertainty**

The charity has recognised grant income due from the National Lottery that is to be received in future year £126,709 (2020 £nil). However the National Lottery may in future years subsequently amend the total value of this grant award (if there is either significant underspend or overspend on the related restricted fund activities) and the final amount received relating to this restricted fund grant may vary from the figure included within the financial statements.

**3. DONATIONS AND LEGACIES**

	<b>2021</b>	2020
	£	£
Charitable trusts and foundations	<b>24,566</b>	10,551
Community donations	<b><u>8,033</u></b>	<u>6,427</u>
	<b><u>32,599</u></b>	<u>16,978</u>

**4. INVESTMENT INCOME**

	<b>2021</b>	2020
	£	£
Bank interest	<b><u>-</u></b>	<u>1</u>

**Footsteps Worcestershire Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31st December 2021**

**5. INCOME FROM CHARITABLE ACTIVITIES**

Grants received are as follows:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
National Lottery Community Fund	<b>227,951</b>	98,534
Coronavirus Job Retention Scheme	<b>471</b>	17,504
National Lottery	-	10,000
Awards For All	<b>10,000</b>	-
The Clothworkers' Foundation	-	9,900
The Eveson Charitable Trust	-	6,000
John Martin's Charity	<b>5,000</b>	-
The Edward and Dorothy Cadbury Trust	<b>2,400</b>	-
Medical Accident Group	<b>174</b>	-
	<b><u>245,996</u></b>	<b><u>141,938</u></b>

**6. CHARITABLE ACTIVITIES COSTS**

	Direct Costs (see note 7)	Support costs (see note 8)	Totals
	<b>£</b>	<b>£</b>	<b>£</b>
Counselling and related services	<b><u>70,072</u></b>	<b><u>13,375</u></b>	<b><u>83,447</u></b>

**7. DIRECT COSTS OF CHARITABLE ACTIVITIES**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Staff costs	<b>19,772</b>	45,804
Travel	<b>1,060</b>	1,338
Communications	<b>1,260</b>	1,212
Consultancy fees	<b>45,689</b>	28,567
Staff training	<b>692</b>	334
Workshops	<b>16</b>	270
Supervision	<b>1,040</b>	1,325
Resources	<b>543</b>	18
	<b><u>70,072</u></b>	<b><u>78,868</u></b>



**Footsteps Worcestershire Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31st December 2021**

**8. SUPPORT COSTS**

Support costs, included in the above, are as follows:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Rent	<b>560</b>	<b>1,330</b>
Insurance	<b>796</b>	<b>567</b>
Computer expenses	<b>469</b>	<b>1,256</b>
Postage and stationery	<b>803</b>	<b>1,258</b>
Subscriptions	<b>334</b>	<b>368</b>
Sundries	<b>1,097</b>	<b>882</b>
Bank charges	<b>231</b>	<b>240</b>
Independent examination fee	<b>1,440</b>	<b>1,350</b>
Bookkeeping and payroll services	<b>2,197</b>	<b>2,504</b>
Depreciation	<b>5,448</b>	<b>4,344</b>
	<b><u>13,375</u></b>	<b><u>14,099</u></b>

**9. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Depreciation - owned assets	<b>5,447</b>	<b>4,346</b>
Rent payable under operating leases	<b>560</b>	<b>1,330</b>

**10. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31st December 2021 nor for the year ended 31st December 2020.

**TRUSTEES' EXPENSES**

There were no trustees' expenses paid for the year ended 31st December 2021 nor for the year ended 31st December 2020.

**11. STAFF COSTS**

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

	<b>2021</b>	<b>2020</b>
	<b><u>2</u></b>	<b><u>2</u></b>

**Staff costs for the year are as follows:-**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Wages	<b>18,953</b>	<b>43,780</b>
Social security costs	<b>-</b>	<b>1,084</b>
Pension costs	<b>819</b>	<b>940</b>
<b>Total</b>	<b><u>19,772</u></b>	<b><u>£45,804</u></b>

No employees received emoluments in excess of £60,000.

1 employee was on maternity leave during the year and their wages were covered by statutory maternity payments from HMRC.

Footsteps Worcestershire Limited

Notes to the Financial Statements - continued  
for the Year Ended 31st December 2021

11. STAFF COSTS - continued

During the year the following amounts have been paid in key management remuneration:

- Mrs Helen Dolton - Operations Manager £19,411 (2020 £21,629) including employer N.I. and employer pension costs.

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	16,978	-	16,978
<b>Charitable activities</b>			
Counselling and related services	17,504	124,434	141,938
Investment income	<u>1</u>	<u>-</u>	<u>1</u>
<b>Total</b>	<b>34,483</b>	<b>124,434</b>	<b>158,917</b>
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>			
Counselling and related services	20,057	72,910	92,967
<b>NET INCOME</b>	<b>14,426</b>	<b>51,524</b>	<b>65,950</b>
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>	<b>55,571</b>	<b>47,100</b>	<b>102,671</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b><u>69,997</u></b>	<b><u>98,624</u></b>	<b><u>168,621</u></b>

13. TANGIBLE FIXED ASSETS

	Computer equipment £
<b>COST</b>	
At 1st January 2021	<b>13,167</b>
Additions	<b><u>3,439</u></b>
At 31st December 2021	<b><u>16,606</u></b>
<b>DEPRECIATION</b>	
At 1st January 2021	<b>4,432</b>
Charge for year	<b><u>5,447</u></b>
At 31st December 2021	<b><u>9,879</u></b>
<b>NET BOOK VALUE</b>	
At 31st December 2021	<b><u>6,727</u></b>
At 31st December 2020	<b><u>8,735</u></b>

Footsteps Worcestershire Limited

Notes to the Financial Statements - continued  
for the Year Ended 31st December 2021

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Other debtors	3,374	463
Prepayments and accrued income	127,670	553
	<u>131,044</u>	<u>1,016</u>

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade creditors	1,934	110
Accrued expenses	1,800	2,550
	<u>3,734</u>	<u>2,660</u>

16. MOVEMENT IN FUNDS

	At 1.1.21	Net movement in funds	Transfers between funds	At 31.12.21
	£	£	£	£
<b>Unrestricted funds</b>				
General fund	69,997	38,670	(123)	108,544
<b>Restricted funds</b>				
The Eveson Charitable Trust	3,419	(1,333)	-	2,086
National Lottery Community Fund	80,786	153,791	-	234,577
The Clothworkers' Foundation	7,070	(3,142)	123	4,051
National Lottery - equipment	7,349	(2,838)	-	4,511
Practitioner hours	-	10,000	-	10,000
	<u>98,624</u>	<u>156,478</u>	<u>123</u>	<u>255,225</u>
<b>TOTAL FUNDS</b>	<u>168,621</u>	<u>195,148</u>	<u>-</u>	<u>363,769</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General fund	40,470	(1,800)	38,670
<b>Restricted funds</b>			
The Eveson Charitable Trust	-	(1,333)	(1,333)
National Lottery Community Fund	227,950	(74,159)	153,791
The Clothworkers' Foundation	1	(3,143)	(3,142)
National Lottery - equipment	-	(2,838)	(2,838)
Medical Accident Group	174	(174)	-
Practitioner hours	10,000	-	10,000
	<u>238,125</u>	<u>(81,647)</u>	<u>156,478</u>
<b>TOTAL FUNDS</b>	<u>278,595</u>	<u>(83,447)</u>	<u>195,148</u>

Footsteps Worcestershire Limited

Notes to the Financial Statements - continued  
for the Year Ended 31st December 2021

16. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.1.20 £	Net movement in funds £	At 31.12.20 £
<b>Unrestricted funds</b>			
General fund	55,571	14,426	69,997
<b>Restricted funds</b>			
The Eveson Charitable Trust	-	3,419	3,419
National Lottery Community Fund	47,100	33,686	80,786
The Clothworkers' Foundation	-	7,070	7,070
National Lottery - equipment	-	7,349	7,349
	<u>47,100</u>	<u>51,524</u>	<u>98,624</u>
<b>TOTAL FUNDS</b>	<u>102,671</u>	<u>65,950</u>	<u>168,621</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	34,483	(20,057)	14,426
<b>Restricted funds</b>			
The Eveson Charitable Trust	6,000	(2,581)	3,419
National Lottery Community Fund	98,534	(64,848)	33,686
The Clothworkers' Foundation	9,900	(2,830)	7,070
National Lottery - equipment	10,000	(2,651)	7,349
	<u>124,434</u>	<u>(72,910)</u>	<u>51,524</u>
<b>TOTAL FUNDS</b>	<u>158,917</u>	<u>(92,967)</u>	<u>65,950</u>

**Restricted Funds**

**The Eveson Charitable Trust**

A grant of £6,000 was received in 2020 this covered Bereavement Practitioner costs and associated expenses.

**National Lottery Community Fund**

A balance of £80,786 was brought forward, grants of £101,242 were received during the year and accrued income of £126,709 has been included to include all of the income for this project. The grants are to cover salaries, travelling expenses, office rent, insurance, postage, stationery etc.

The charity has notified the National Lottery of the underspend in the year and have confirmation that the remaining funds can be carried forward to future years funding.

**Clothworkers' Foundation**

A grant of £9,900 was received in 2020 this was to cover the costs towards the purchase of laptops, ipads and mobile phones.

**National Lottery - equipment**

A grant of £10,000 was received in 2020 towards the cost of updating the information technology and the purchase of computer software.

**Awards for All**

A grant of £10,000 was received in 2021 from Awards for All to fund additional Bereavement Practitioner sessional work during 2022. This will cover 28 sessional hours per week for a period of 6 months during a period when our workload and waiting list has increased significantly due to the impact of Covid-19.

**Footsteps Worcestershire Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31st December 2021**

**16. MOVEMENT IN FUNDS - continued**

**Medical Accident Group**

A grant of £174 was received from the Medical Accident Group in 2021 to fund a running kit for the London Marathon, the full amount has been spent in the year.

**Transfers between funds**

A transfer of £123 has been made from the General Fund to the Clothworkers' Foundation this to cover the additional costs of the computer equipment that was purchased in 2022.

**17. RELATED PARTY DISCLOSURES**

During the year the following amounts were paid to key management personnel:

- Mrs S M Smith - consultancy fees totalling £14,645 (2020 (£14,780)).
- Mr J Smith - consultancy fees totalling £1,525 (2020 £2,490).

**18. INDEPENDENT EXAMINER FEES**

During the year the independent examiner has charged £1,440 (2020 £1,350) for the independent examination and £2,197 (2020 £2,504) for bookkeeping and payroll services.