

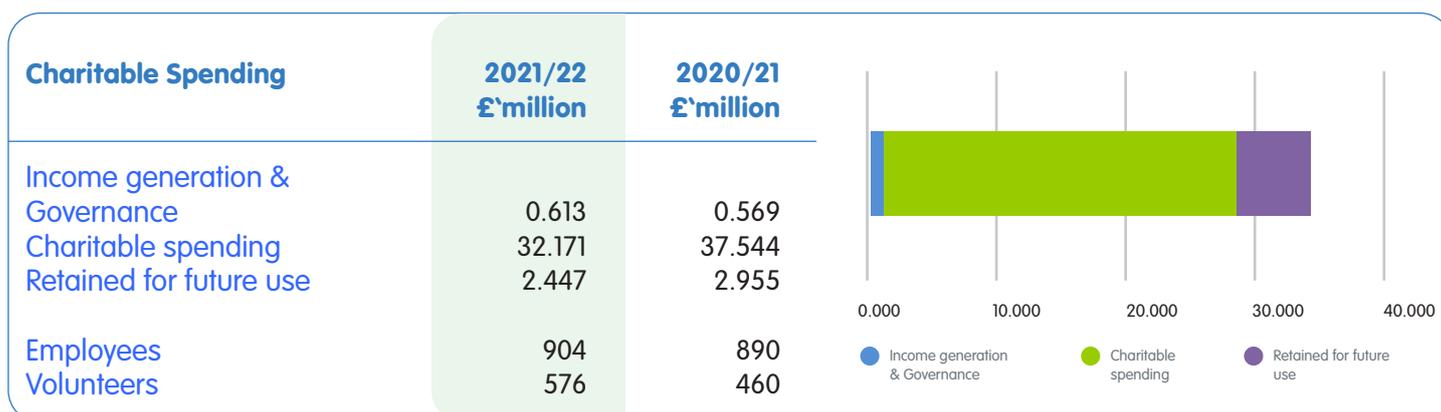
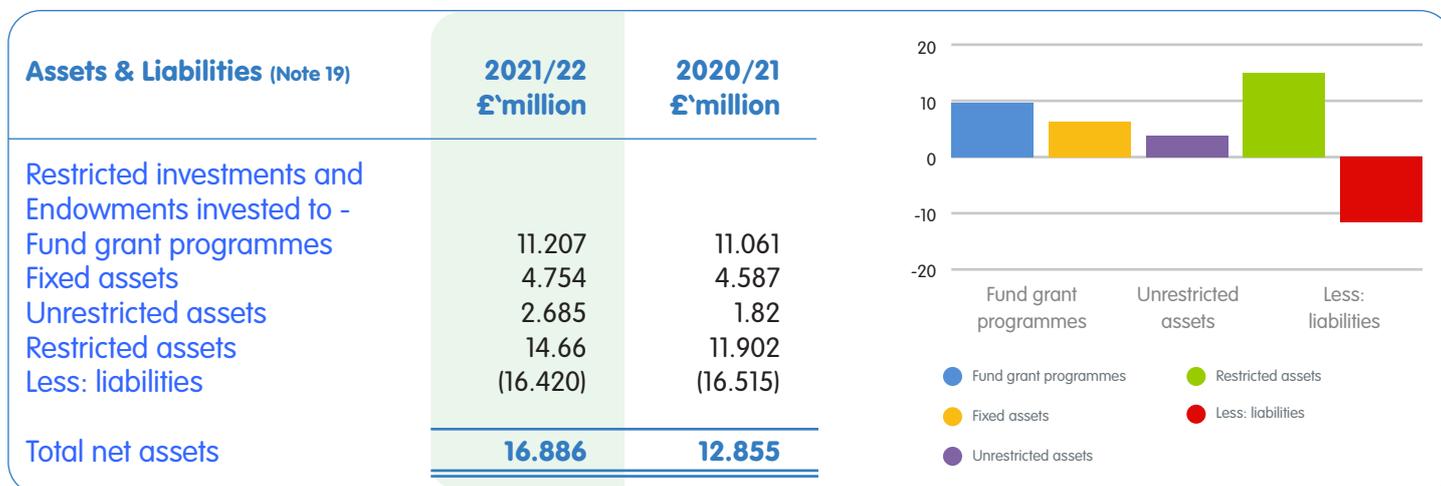
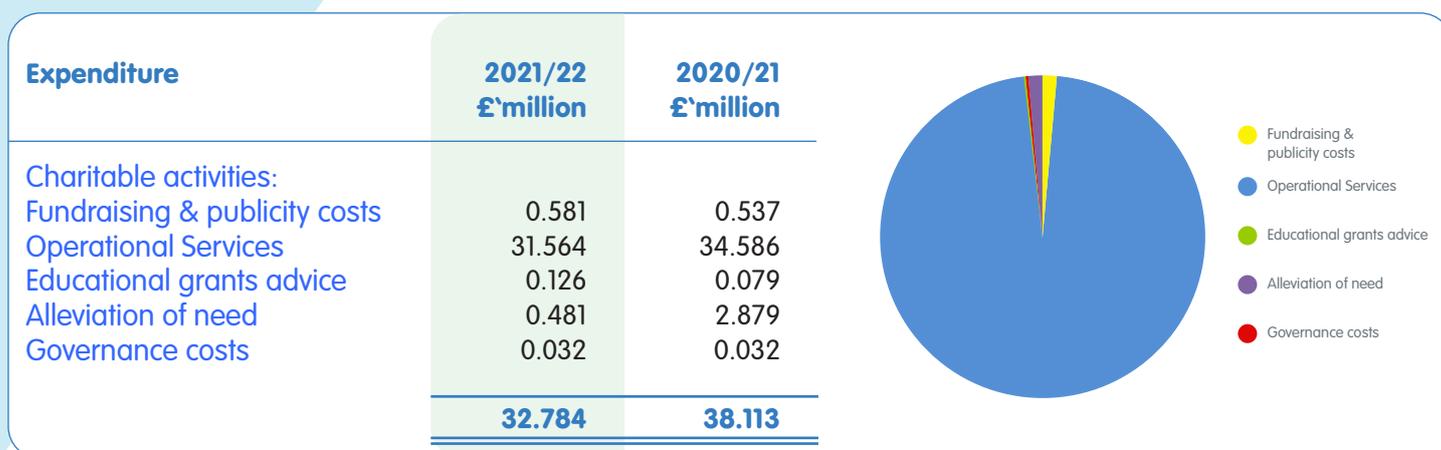
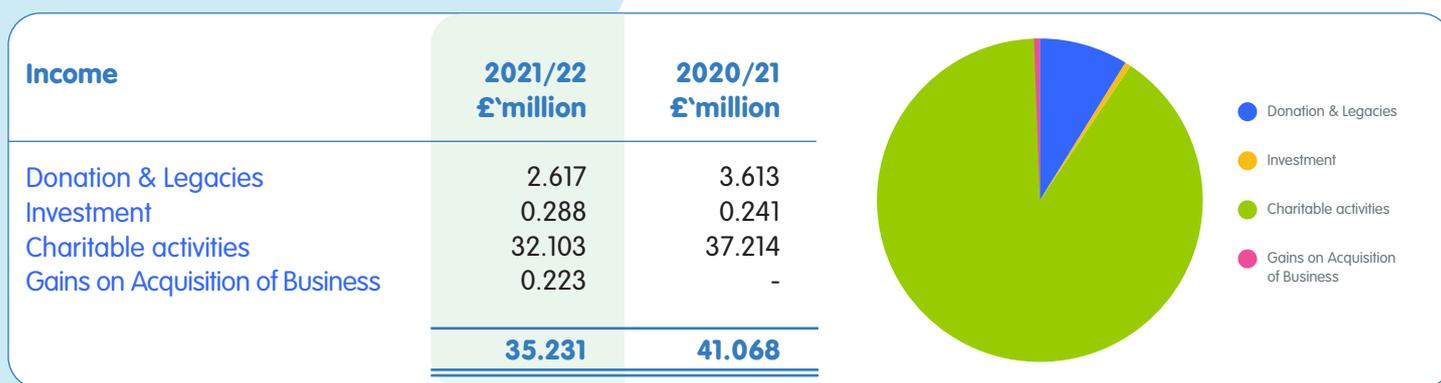
# Building stronger families



Building  
stronger  
families

Family Action  
Annual Report and Accounts  
2021/22

# Income & Expenditure Charts



# Contents

- 4 Trustees' Report
- 25 Independent Auditor's Report
- 28 Statement of financial activities
- 29 Summary income and expenditure account
- 30 Balance sheet
- 31 Statement of cash flows



**Family Action is a charity committed to building stronger families by delivering innovative and effective services and support that reaches out to many of the UK's most vulnerable people.**

**We seek to empower people and communities to address their issues and challenges through practical, financial and emotional help.**



## Welcome from Mary Fulton, Chair of Family Action

I am delighted to present the Family Action Trustees' report for 2021/22. This has been another extraordinary year for the charity as we have continued to wrestle with the impact of Covid, I am glad to report that once again the charity, through excellent planning and management, continued to provide our essential services without interruption.

I am proud of the leadership, drive and determination that Family Action shows every day. The charity is always looking for ways in which it can make a difference to families whether that is through 1:1 work, the provision of excellent services to whole communities or through its national campaigning and influencing work.

At all times Family Action's work is driven by its values – Can Do, Excellence, People Focus and Mutual Respect.

### Key achievements during the year included:

- Providing 200 community-based and national services that together reach hundreds of thousands of children, adults and families;
- Providing a nutritious breakfast to hundreds of thousands of children a day through the National School Breakfast Programme (NSBP) and winning the contract to continue to deliver the new version of the NSBP until July 2023;
- Managing more than 10,000 contacts to our FamilyLine service (a free telephone, text, webchat and email service for parents and carers) over the year;
- Maintaining our large network of FOOD Clubs in direct response to the continuing food insecurity caused by the pandemic;
- Developing our wraparound provision to support FOOD Club members to develop their confidence, social networks, budgeting and employability skills, and knowledge of nutrition.
- Winning a ground-breaking Innovation Partnership with Stockton Metropolitan Borough Council and a number of other new contracts to deliver work across England; and
- Being chosen as UK Charity of the Year in the Third Sector Awards 2021 in recognition of the strength of our Covid response.

Family Action celebrates its 153<sup>rd</sup> birthday this year. Please support this fantastic charity to do even more.

**Mary Fulton**

Chair of Trustees

22nd September 2022

# Our Objectives

To preserve and protect the good health (in particular mental health) and advance the education of families, individuals and groups within the community, the relief of poverty and the relief of those in need by reason of youth, age, ill-health, disability, financial hardship or other disadvantage in such ways as the Trustees see fit.



Early Years



Children & Families



Adult Mental Health & Wellbeing



Grants



# Our Purpose and Activities

Family Action provides services and financial support to strengthen poor, disadvantaged and socially isolated families and children. Through our excellent services we empower our users and ensure that they are heard and listened to. We are committed to maximising our impact so that children and families can look forward to the future and not be defined by their past.

Family Action supports hundreds of thousands of families, adults and children a year through some 200 community-based services across England, Wales and the Isle of Man and a significant portfolio of national services. We help many more every year with financial assistance through our UK wide education and welfare grant programmes and through our FamilyLine. We provide services to strengthen families and communities and to build skills, resilience and improve outcomes for children and their parents and carers.

Our services transform lives and are grouped under the following themes:

## Early Years work

Family Action supports families from preparation for the birth of their child to their child going to school through:

- Perinatal services working with women at risk of post-natal depression from pregnancy to the child's first birthday;
- Evidence based parenting programmes to support children's emotional and social development; and
- Managing high quality nurseries, pre-schools and Children's Centres, particularly in disadvantaged areas.



## Children and Families work

Family Action offers services to children, parents and to whole families:

- Family Support from short term targeted interventions to support with specific issues to intensive support for families with complex and enduring needs;
- Specialist work with domestic violence and abuse;
- Behaviour outreach support and emotional wellbeing services in schools;
- SEND information, advice and guidance, and support to families of neurodiverse children and young people;
- Emotional health and wellbeing services including counselling and therapeutic work for children who have suffered trauma, bereavement or abuse and other specialist services for children and families;
- Mentoring and emotional support services for disadvantaged children, young people and care leavers;
- Young Carers services including working with schools to identify and support young carers and their families;
- Relationship Support including supervised contact and working with separated parents;
- WellFamily services in GP surgeries offering advice, support and counselling for patients with non-medical issues; and
- Welfare benefits, debt and housing advice

## Adult Mental Health and Wellbeing work

Family Action works to support and sustain adult recovery through:

- A range of services that provide practical, emotional and financial support;
- Mentoring and befriending services; and
- Supported housing

## National Services

Our growing portfolio of national services includes:

- PAC-UK: specialist adoption support for adopted children and adults and adoptive families and specialist support for birth families and families affected by special guardianship;
- FamilyLine: a national helpline, text, webchat and email advice service with befriending, counselling and coaching;
- Provision of the National School Breakfast Programme which feeds hundreds of thousands of children every school day who would otherwise be too hungry to learn;
- Provision of a national network of holiday hunger schemes and FOOD Clubs to alleviate family hunger;
- Provision of grants for families and individuals in need; and
- Supporting young people with work experience and into employment through the HeadStart programme.

**We provide services to strengthen families and communities and to build skills, resilience and improve outcomes for children and their parents and carers.**



## Our Staff

Family Action is committed to encouraging diversity, promoting equal opportunities, and providing fair treatment in all that we do. We strive for a working environment that is inclusive, free from discrimination and where everyone is treated with dignity and respect.

We believe that people with different backgrounds, skills, attitudes and experiences bring fresh ideas and perspectives to the workplace. We seek to encourage and harness these differences in order to meet the changing needs and requirements of our staff, volunteers, service users, governance, partners, funders and supporters. We were delighted this year to be chosen as UK Charity of the Year in the Third Sector Awards 2021. We also appeared, for a fifth year running, in The Sunday Times Best 100 List of Not for Profits to work for at No.7 in that list and in The Sunday Times Best 100 List of Large Companies at No.55. For the second year running The Sunday Times Best 100 also awarded Family Action three stars, the highest rating possible, for our “world-class level of employee engagement”.

appraisal review where career development is discussed with every employee at Family Action. There are many opportunities for staff to get involved in exciting projects, and all staff are encouraged to do this.

- Make every effort when employees become disabled to make sure they stay in employment. We discuss with employees any reasonable adjustments needed to support them during the course of their employment, and ensure appropriate support is put in place to accommodate these requirements where feasible.
- Take action to ensure all employees develop the appropriate awareness needed to make these commitments work. We promote this through our organisational policies and through the work of the Equality, Diversity and Inclusion Steering Group.



**We believe that people with different backgrounds, skills, attitudes and experiences bring fresh ideas and perspectives to the workplace.**



We are a signatory to the Race at Work Charter and a member of the Stonewall Workplace Equality Index. We also hold the Level 2 – Disability Confident Employer status which confirms that Family Action is committed to the recruitment and retention of disabled people, and that we do the following to enable this:

- Interview all applicants with a disability who meet the minimum criteria for a job vacancy and consider them on their abilities. We operate a guaranteed interview process for any candidate who meets the essential criteria for a role, and ensure that where candidates require reasonable adjustments in the selection process, that these are implemented. All recruiting managers receive training in our recruitment processes.
- Ensure there is a mechanism in place to discuss, at any time, but at least once a year, with disabled employees what can be done to make sure they can develop their abilities. We do this through monthly supervision with all staff and an annual

We have a dedicated Equality, Diversity and Inclusion (EDI) role within our Senior Leadership Group. The post holder leads all of our organisation-wide EDI work in close collaboration with a range of staff diversity networks, see later in this report for more information about our staff diversity networks.

Good communication is integral to all that we do at Family Action. There are a number of ways in which staff and managers are kept informed:

- Over the past year we have launched a new and user-friendly staff intranet. This is regularly updated to ensure that all employees are kept informed about important news, strategic developments, training opportunities, compliments received or key organisational initiatives such as our regular staff engagement surveys and recognition awards.
- We also produce a regular and popular health and safety/legal/safeguarding/data protection bulletin for the whole organisation, called “Safe & Sound”.

- We provide weekly updates on the intranet about issues discussed at our weekly Senior Leadership Group meeting so that staff across the organisation are kept up to date with key organisational challenges and opportunities.
- Our Executive Group also holds a virtual open meeting once a month to which the whole organisation is invited so that people can pose questions live to members of the Executive Group and hear updates on key organisational priorities.
- Information on progress against our strategic objectives is reported to, discussed with and communicated up and down the organisation through a range of fora including; open Executive Group meetings, Senior Leadership Group meetings, regional and team meetings, and individual supervisions, so everyone in the organisation is kept informed. Our COVID response has been led throughout the pandemic by a virtual Coronavirus Response Group with membership from across the organisation.
- Our Chief Executive regularly communicates with the entire staff group on important organisational matters. Every month, he personally inducts all new staff joining the organisation that month and keeps a highly visible profile within the organisation through regular communication, through celebrating successes and keeping everyone informed on key news, opportunities and challenges. He has communicated directly and frequently with the whole staff group throughout the COVID-19 crisis to help people feel reassured at all times.
- Our Chief Executive also provides regular updates on progress towards our strategic objectives whenever there is an opportunity, be that at monthly corporate induction of new staff, meetings or during his visits to services.
- We hold regular Joint Negotiating Committee meetings with our recognised unions (Unite and Unison) and staff representatives to discuss issues that impact upon staff including policies and procedures, organisational changes, and health and safety issues.

Throughout the COVID-19 crisis we have communicated with our workforce by issuing and keeping updated helpful and easily accessible guidance on all the key topics; setting up a regular e-bulletin to all staff to help everyone to get through the crisis together, creating an in-house corona advice service so that all queries and questions from staff go through the same email gateway and can be answered quickly and consistently and by hosting regular internal webinars.

We have also provided an extensive wellbeing and staying connected programme with a focus on supporting the physical,

emotional and financial wellbeing of our staff whilst also keeping the whole organisation together at all times. We have taken an organisation-wide approach to all health and safety issues in the context of the pandemic from ensuring that our workplaces are COVID-secure, to the introduction of rapid testing in our workplaces. We have encouraged our workforce to be vaccinated in accordance with job roles and eligibility criteria, working hard to reopen our workplaces as restrictions eased.

We introduced new, hybrid working guidance so that people can work more flexibly between home and the workplace, where job roles permit it. The Chief Executive has written personally and frequently to the staff group throughout the pandemic to ensure that everyone knows what is going on at all times and we have surveyed the staff group several times so that we understand how people are feeling and can respond sensitively and appropriately. These efforts have been hugely appreciated by the staff group.

## Our Volunteers

Family Action is fortunate to have more than 576 volunteers across our range of services. Our volunteers support our work in so many different ways e.g.:

- as befrienders in our Perinatal Services;
- in parent support roles in our Children's Centres;
- as advisers, counsellors and befrienders in our FamilyLine Service;
- as mentors to disadvantaged children and young people and care leavers accessing our Friendship Works and Listening Works services;
- through the provision of practical support in our Emotional Health and Wellbeing services for adults; and
- as fundraisers for us.

Family Action is grateful for the amazing contribution of all of our volunteers.

## Our Values

Our Values and Behaviours underpin all that we do. Family Action staff demonstrate our values and behaviours in their work and in their professional relationships with colleagues, volunteers, partners and service users.

- We are **People Focused**;
- We have a **Can Do** attitude;
- We strive for **Excellence** in everything we do; and
- We have **Mutual Respect** for colleagues, volunteers, partners and service users.

## Our Impact

Family Action is committed to measuring the impact of our work. We seek to triangulate the impact of our services through service user feedback, compliance with contractually agreed outcomes and independent evaluation of the effectiveness of our service models.

We publish regular Impact Reports and develop Theories of Change for our different service models as a matter of course. We have an internal Evaluation and Impact team that commissions independent evaluations of our services. We also have an externally chaired Evaluation and Impact Board that oversees our research, evaluation and impact work.

Many of Family Action's services receive wonderful feedback. Here are just a few examples of the feedback received from our service users and partners for some of our service provision:

"I am writing to say how grateful I am for the support being provided by your Caseworker LB, who so kindly and generously offered support in a meeting yesterday. She is very knowledgeable, supportive, clear and helpful and I am incredibly grateful to her and yourselves for offering me this support in a situation with my son in which I have previously not felt supported."

**Service user**  
**Ealing ISAID Service**

Thank you MB for the closure report. I just wanted to add you are a brilliant practitioner and as a family we have felt very supported by yourself. Thank you for your hard work and listening throughout working with both X and Y.

**Service user**  
**Lincolnshire Behaviour Outreach Support Service**

S has been professional and friendly throughout the entire process of family X's support. This has been a difficult case at times and it was escalated to social work assessment at one point. S's vigilance as part of our team around the family, was invaluable in helping to keep the children safe. With ongoing and continued input and support from S as part of our team, this family was able to turn things around in a positive way and in a short space of time. S continued to encourage the family to have belief in their capabilities and strengths, which has proved to be successful, as they now continue their journey with minimal professional input. I would welcome any future joint working with S, she is a credit to your team; myself and my safeguarding colleagues are very glad to know that S is available to help and support some of our most vulnerable children and parents.

**Local Partner**  
**Great Yarmouth & Waveney Autism Support Service**

"I am grateful for the support I have received from A who has been supporting me for the last seven months during a difficult time in my life. A has been the best family I could have asked for, she has been a sister to me during my struggle. She has sat and been there when I cried and not left my side when I have been down. She has been there for me physically and emotionally when I have needed her, even if that was for 30 minutes or a few hours. She has been a great support to me and my two children. She has helped with the job centre, benefits, child tax credit for my two children, she has got me a pushchair and £100 for my family. She has also helped get my son to nursery and filled out a form for his new nursery..."

**Service user**  
**Stockton Family Outreach & Volunteering Service**

"I feel so grateful to have someone to talk to that I can be open with and get the best advice at that point in time! It's a very professional and a much needed service as many people are going through so many difficult times, especially with the current affairs."

**Service user**  
**WellFamily Service**

"My main motivator to trying FOOD Club was financial. It's been a godsend. I've worked all my life but was made redundant. My son's got ADHD and my wife is a senior carer, so her shifts are never the same. Then there's school. I couldn't get a job back in the field I was in. It makes it harder, so I had to make the conscious decision to be a stay at home dad. We went from having a lot of money to being on to really struggling. Things like this have been an absolute godsend, the guys in there (the Children's Centre) are brilliant."

**Service user**  
**FOOD club**



"This was greatly needed as I felt lost and overwhelmed before receiving support from the service."

**Service user  
Norfolk & Waveney ASD**

Thank you so much for everything you have done for us. Without your help the move to Newcastle and our fresh start would never have been possible. You really don't know how much this means to C, we cannot thank you enough. Already he is happy and smiling, something he has not done for a very long time.

**Service user  
CAMBS Young Victim of Crimes Support Service**

"I was awarded a grant of £240 for a washing machine. The application was put forward by my therapist. I just wanted to thank you from the bottom of my heart for your generosity and especially for the speedy response."

**From a grant beneficiary**

"You'd be pleased to know I had my first proper job interview this week and I got the job! I used a lot of the strategies taught under this programme so thanks ever so much for all your help. It gave me the confidence and the right amount of preparation for the interview."

**Headstart Participant**



# Strategic Report

## Achievements and Performance

The Trustee Board worked with the senior management of the organisation to develop a new five year strategy, Building on 150 Years, for the period 2019-2024. The strategy was launched in April 2019. Examples of our progress against the five agreed strategic objectives over the third year of the strategy to March 2022 are given below:

### 1 **Agile and Responsive** - always able to look ahead, to innovate and to seize opportunities.

During the year, Family Action continued to look ahead by:

- working actively both to manage and to anticipate the continuing impact of the pandemic on our services, service users, staff and volunteers. During the year we saw no reduction in demand for the hugely expanded network of FOOD Clubs that we had set up in response to the first lockdown in 2020. Over the reporting year, our challenge was to develop sustainable funding to keep these vital sources of support to individuals and families available. A combination of earned income, fundraised income and income from local government and public health was secured and as a result we still had 72 FOOD Clubs in operation at the end of the reporting year.
- we also secured new corporate partners during the year, including an exciting new partnership with Fisher-Price™ Play Lab which will focus on the importance of play in early development to adding to our existing very strong relationships with other corporate supporters including NewDay and LV=.

And we continued to seize opportunities including:

- significantly growing our range of SEND and neurodiverse services over the course of the year,
- by winning a new Government contract to continue to deliver the National School Breakfast Programme until July 2023
- by insourcing our IT provision very successfully during the year, leading to significant improvements for staff in terms of IT support and for the organisation as a whole in terms of our internal capacity now to build and assure the quality of our IT infrastructure.

### 2 **Managed Growth** - continue to grow in a managed, sustainable way so that we can help more children, adults and families to have better lives.

Despite the ongoing pandemic, Family Action continued to secure an encouraging level of income over the last 12 months. The charity retained the vast majority of its contracted services including the National School Breakfast Programme and also secured £2.9m in new wins for the 22/23 financial year including a large family support service in Staffordshire, new SENDIAS

services in Dorset and Wakefield and a large supervised contact service in Stockton. The charity continues to work with over 60,000 families a year through some 200 services.

We also ensured that hundreds of thousands of children who would otherwise be too hungry to learn, received a nutritious breakfast every school day through the National School Breakfast Programme. Our fundraising team raised more than £9m during the year to support our core objective of providing emotional, practical and financial support to families.

### 3 **Improved Quality** - to ensure that our services are of the highest possible quality so that we can maximise the difference made to our service users.

We made good progress again during the year on our quality improvement agenda. Our new Quality Assurance Framework is operational and enabling all tiers of the organisation to understand the quality of practice and improve outcomes for children and families. During the year our services completed Continuous Improvement Plans for the first time.

The engagement by service managers and teams was excellent. We have also had a strong focus during the reporting year on the development and application of data for service management and central organisational oversight. An automated scorecard has been developed that is in 'real time' and enables regional and central oversight to key metrics across services. The development of individual Service Level Reports (SLRs) has accelerated this year and we now have over 60% of services with 'real time' bespoke SLR which enables the local, regional and central management oversight of that service including capturing outcomes for children and families.

We have also made good progress in developing a brand new organisational dashboard. An organisational Theory of Change has been developed that covers key service delivery across Family Action. We have also further developed and applied in practice our identification and use of outcomes tools in services and developed 'outcomes' training for staff and managers.

### 4 **Better Known with a Bolder, Stronger Voice for Families** - to build our national profile and positioning and to ensure we have increased influence and impact.

Over the last 12 months Family Action has again worked hard to shine a bright spotlight on contemporary family pressures. We have continued to be careful to highlight the differential impact of the pandemic on different families.

Over the year we have continued to develop and evolve our work to give all families a bold strong voice under the umbrella of 'Family Voices'. In 21/22 the key theme running through our Family Voices work has been one of 'resilience' and this has played out across all our external engagement activity.

We delivered two successful brand campaigns during the period. 'Creating Happy Memories' encouraged families and friends to make new happy memories by providing inspiration and practical ideas on how to spend quality time together over the summer.

A downloadable activity pack for parents provided activity ideas and tips to help busy parents prioritise quality time together and strengthen family bonds. This core piece of content was complemented with a wider series of real-life stories and articles for our Family Voices blog across the summer, exploring core campaign themes of recovery, resilience and wellbeing, and signposting to relevant services including FamilyLine. The pack was downloaded over 5,000 times, supported by a social media campaign. The campaign page was viewed over 10,000 times. We also had excellent engagement from our corporate partners, which enabled us to increase our reach even further.

Our Christmas campaign 'Make theirs Magic', focused on the comfort we gain from time spent with loved ones and how we can prioritise quality time together by celebrating Christmas family traditions - both new and old. A downloadable Christmas calendar activity pack invited families to create a schedule of old and new traditions, including thinking about creating a new tradition of giving back to others. The calendar was downloaded over 1,800 times and our campaign website page received over 6,000 views. We reached over 1.5m views on our social channels and up to 13.4m views through PR activity. The Toy Appeal raised £50,000 and we distributed 11,000 toys to families identified by our services.

We continue to grow our influencing work. Our CEO was invited to give oral evidence at a House of Lords inquiry into the long-term impact of COVID-19 on parents and families. He also attended a round table on children in care and care leavers hosted by the Duke and Duchess of Cambridge, and fulfilled a number of speaking engagements which provided the opportunity to highlight the experiences of families in the UK today. Significant coverage was achieved across Video on Demand, National Press, TV (ITV and Channel 4) and social channels. With our corporate partner LV=, we produced the report 'Family Resilience – The Impact of COVID-19' which received good coverage and which continues to direct our influencing work supported by LV=.

5

**Valuing Our People** - investing in our staff and volunteers and their development so that Family Action becomes an even better place to work

By the end of the reporting year, Family Action's workforce numbered on average 904 staff and over 576 volunteers. We have an Equality, Diversity and Inclusion (EDI) Manager to enhance our work and practice in EDI, a range of staff diversity networks (Anti-Racism and People of Colour, AccessAbility, Gender Equality, LGBTQIA+, Parents and Carers Equality and Inter-faith) and a network of EDI Champions across the organisation. During the year we participated in the Stonewall Workplace Equality Index for the first time to help us generate a more informed understanding of our employees' experiences at work with regards to lesbian, gay, bi and trans inclusion in the workplace.

This year, Family Action was delighted to once again be listed in the Top 100 Not for Profits to work for at No. 7 and at No. 55 in the Top 100 Large Companies List. We continued to implement our core curriculum for our frontline staff which ensures they all have a consistent level of training appropriate to their individual roles. Staff wellbeing has continued to be a major concern and focus all year given the cumulative impact of the pandemic on our staff and volunteers personally as well as on our service users.

We have continued to provide a comprehensive staff wellbeing programme that has focused on emotional, physical and financial wellbeing. As we have all started to learn to live with COVID-19, we have also consulted on and introduced a hybrid working policy and guidance for our staff to enable those, whose roles permit them to do so, to flex their time between working at home and in our workplaces.

**Listed  
No.7 in the  
Sunday Times  
Best 100 Not for Profit  
Organisation to work for**

## Our Response to COVID-19

The COVID-19 pandemic has again dominated the entire reporting year. At the beginning of the reporting year we were beginning to emerge from the third lockdown and at various points in the year we have needed to manage the implications of both changing Government guidance and the emergence of highly infectious new variants within our services. The Omicron variant led to the largest number of Family Action staff being infected with COVID that we had seen at any stage of the pandemic to date, but thankfully widespread vaccination amongst our staff group meant that most people did not become very ill and most were able to keep working through it, by working at home where possible.

As ever, we have been determined to keep our services open so that we were still there for the service users that rely on us and it is wonderful to report that all of our workplaces are now back open. Indeed many of our workplaces remained open throughout the pandemic due to the frontline nature of much of our work and the classification of many of Family Action's staff as critical workers.

We are emerging from the pandemic as a changed organisation. We have learned a great deal about providing services virtually, when that works well and when it doesn't replace face to face contact. We have also made great strides forward in terms of our organisation-wide ability to use technology well. Many meetings across the organisation are now taking place virtually and that will remain the case as it saves travel time and money. But we are now better able to decide when a face to face meeting is really necessary and to prioritise our time and resources accordingly. We have also learned a great deal about flexible and hybrid working and we are actively taking that learning forward as a modern and forward looking employer. Sadly, we also have a number of staff, as many as 20, who are still struggling with the symptoms of Long COVID. We are offering as much support as we can to those colleagues and it is a stark reminder that the ongoing impacts of these past two very difficult years are far from over.

A key challenge this year has been to review and where possible, keep open the services that we put in place to respond to the pandemic. There is still a pressing need for us to maintain our FOOD Club programme, which feed many thousands of families every week. We have worked hard to find alternative sources of funding for this work. We have also continued to experience very high demand for our free FamilyLine service, which provides immediate advice and support on demand to parents and carers under stress.

Family Action has worked hard to support all of our workforce as the pandemic has continued and the organisational imperative has remained for us all to get through this extraordinary situation together. The organisation has prioritised effective and consistent leadership and communication at all times. An internal Coronavirus Response Group (CRG), chaired by the CEO has continued to meet throughout the second year of the pandemic to coordinate our organisational response, guidance to staff and consideration of all emerging issues. We have invested in staff wellbeing throughout the pandemic and this has been hugely appreciated by the staff group. It is pleasing to note that in the midst of this pandemic, Family Action was chosen as UK Charity of the Year 2021 in the Third Sector Awards, in acknowledgment of the strength of the charity's COVID response.

## Financial Review

Family Action's total income for the year was £35.2m (2021: £41.1m). 95% of our income was restricted to funding specific services. The reduction in income is mainly due to: i) substantial one-off COVID-related grants and donations from a number of corporate partners: and ii) to COVID-related commissioned work in the year to March 2021 which in both cases were not available to the same extent in the year to March 2022. Income for Operational Services came from Local Authorities, central government and NHS Trusts for the provision of specific services. These funders are listed in the accounts (Note 5a, b & c).

The pandemic has highlighted the importance of our work in supporting families. It was excellent news that we were able to win the new contract to provide the National School Breakfast Programme until July 2023.

Overall, we employed a monthly average of 904 (2021: 890) staff in the year. Total expenditure amounted to £32.8m (2021: £38.1m), with £31.6m (2021: £37.4m) relating to restricted charitable activities.

Total Funds at year-end were £16.9m (2021: £12.9m). There was a decrease in the Pension deficit valuation at year-end from £14m to £12.5m (see pension fund statement for further details). We have also seen an increase in the value of the Endowment funds from £10.5m in 2021 to £10.8m. The net increase in total funds was £4m.



## Fundraising approach and performance

The charity undertakes fundraising activity to its supporters via a range of methods, including but not exclusively, direct mail, fundraising events, challenge events, corporate fundraising, crowd funding, Trusts and Grants fundraising and email fundraising, in line with the Fundraising Code of Practice set by the Fundraising Regulator. Our fundraising promise, (which is available on our website to reassure supporters of our approach), is:

When you support us, you can be sure of the following:

- We will never sell your contact details to anyone
- If you are an individual supporter, we will only contact you if you have expressed an interest in our work
- If we phone you, we will always check you are happy to take the call
- If you ask us to change how we communicate with you, or stop, we will respect that
- We do not engage in cold-calling, door-to-door or street fundraising. We try hard to ensure no one ever feels pressurised to support our work
- We are registered with the Fundraising Regulator and adhere to the Fundraising Code of Practice
- All our activities are open, fair, honest and legal

All our fundraising staff have regular supervision and appraisals, as well as a development plan, to ensure we are working to best practice standards and regularly reinforcing our fundraising ethics. We have an Ethical Fundraising Policy which is reviewed at least annually.

The charity is registered with the Fundraising Regulator and adheres to the standards of the Fundraising Code of Practice. Whilst the vast majority of our fundraising is staff and volunteer-led, we have engaged the services of one third-party fundraising agency this financial year. We are committed to monitoring the quality and performance of any third party agencies we engage with and ensure compliance to the Fundraising Regulator's Fundraising Code of Practice.

Over the course of this financial year, we have received no fundraising complaints. As such, no complaints were referred to the Fundraising Regulator. Our complaints procedure is available on our website with all relevant contact details.



## Reserves Policy

The Trustees have considered their policy on building up reserves and established that the appropriate level of free reserves is one that allows the Charity to continue its normal activities in the event of a significant drop in funding, or loss of projects, with contribution toward the closure costs, if the project cannot absorb its own closure costs. In considering the nature and diversity of our income, the Trustees believe the appropriate level of free reserves should be 6 months running costs of the central operation which runs the Charity. i.e., Head Office; the running costs of which is £5.35m for 2022/23 and a contribution towards potential project closure costs, including the total lease obligations payable of £1m.

Our freely available general funds as at 31 March 2022 were £4.52m (2021: £4.21m). This covers the required level of reserve of 6 months running costs of the Head Office, it also covers any potential project closure costs and continuing lease obligations.

General Funds form part of our Unrestricted Reserves which, totalled £6.65m at 31 March 2022 compared with £5.89m as at March 2021. Funds designated for specific purposes stood at £2.12m (2021: £1.68m).

Notes 16-18 of the accounts show the various funds or reserves by type and summarise the year's movements on each fund. Note 19 shows the assets and liabilities attributable to the various funds.

## Going Concern

The Trustees have reviewed the projected operations and activities of the company, including consideration of the existing contracts and a two year projected cash flow forecast. Based on the available financial information, we are of the opinion that adequate resources will continue to be available to fund the activities and operations of the company, therefore Family Action is a going concern.

## Pension Fund

In common with other Charities with final salary schemes, our pension scheme shows a deficit which stood at £12.50m at 31 March 2022 (2021: £14m) and under UK accounting standards, we are required to account for this deficit on the balance sheet (Note 10).

The deficit on the defined benefit pension scheme reduced by £1,496k in the year to 31 March 2022 compared with an increase of £8,513k as at March 2021.

The main financial assumptions as at 31 March 2022 have changed since 31 March 2021: Discount rate increased from 2.00% to 2.65%. Inflation expectations increased to 3.60% from 3.25%. In combination, these gave rise to a gain of £3,280k.

There has been a change in demographic assumptions at 31 March 2022 with the Charity using the updated CMI 2021 model for future mortality improvements. This led to a gain of £571k.

There was an experience loss of £1,534k, in addition, there was a loss on assets in excess of interest income of £998k.

The funding status of the Scheme over the period is as shown in the table below.

	31 March 2022 £'000	31 March 2021 £'000	Change £'000
Present value of liabilities	40,156	42,541	2,385
Market value of assets	27,681	28,570	889
Funding deficit	(12,475)	(13,971)	(1,496)

The triennial valuation due in January 2020, was completed and a new repayment plan agreed with the Pension regulator. The Charity continues to make significant annual payments towards the deficit under the agreed repayment plan made with the Pension Regulator in March 2021.

The Trustees are aware that the deficit on the scheme on FRS102 basis will fluctuate with changing market conditions and that their responsibility is to meet the required contributions. There are active options being considered with the Pension Scheme Trustees as we continue to manage the deficit. The Trustees do not consider this deficit to represent an immediate demand on the Charity's funds and do not, therefore, consider that there are any resultant limitations on resources available for general application or on the application of any restricted income funds.

## Investment Policy and Performance

The Trustees primary aim is to achieve sufficient income and capital growth from the investments so as to permit without interruption the continued provision of the Charity's core services.

In 2019, there was a review of the Investment Strategy with a change to the objectives and a strategic decision to reduce portfolio risk to focus on capital preservation (ahead of the start of the pandemic).

More specifically the objectives were prioritised in the form of 'Primary' and 'Secondary':

### Primary

- The target is that the value of the portfolio will be maintained at a minimum of £10m

### Secondary

- To generate £225,000 to £275,000 per annum of income available to distribute as Grants
- Diversification
- Capital growth to keep pace with inflation (CPI)

The above objectives have continued to be relevant in recent years given the challenging market conditions as a result of the pandemic.

The Investment Portfolio managed by Brewin Dolphin generated investment income during the year of £282k, compared with £234k in March 2021. As the market condition slowly improved during the year, we saw the majority of our portfolio paid dividends. The forecast income for 2022/23 is expected to be £252k at 2.25%.

The capital value of funds increased to £11.2m at the end of the financial year compared with £11.1m in 2021, a very small increase of £146k. With income at 2.55% of capital value and capital value increase very minimal, the portfolio has not produced a real return, high inflation and market volatility were the main reasons.

The performance of this strategy continues to be reviewed by Trustees, the Investment Committee and Brewin Dolphin on a quarterly basis, with a more in-depth review annually. The Investment Committee continues to have oversight in respect of the management of the endowment portfolio and relationship with the investment managers, to provide assurance to the Board of Trustees in respect of the strategies and management of the endowment portfolio in accordance with the agreed Investment Strategy.

## Plans for the Future

In 2022/23 Family Action will continue to take forward the 5 strategic objectives in our 5 year strategy, Building on 150 Years. These 5 priorities are:

- 1 Agile and Responsive** - always able to look ahead, to innovate and to seize opportunities
- 2 Managed Growth** - continue to grow in a managed, sustainable way so that we can help more children, adults and families to have better lives
- 3 Improved Quality** - to ensure that our services are of the highest possible quality so that we can maximise the difference made to our service users
- 4 Better Known with a Bolder, Stronger Voice for Families** - to build our national profile and positioning and to ensure we have increased influence and impact
- 5 Valuing Our People** - investing in our staff and volunteers and their development so that Family Action becomes an even better place to work

We are expecting the 22/23 financial year to be challenging again, as so many of our commissioners and partners continue to struggle to manage their budgets and finances in the face of rising demand following years of austerity compounded by the pandemic and the current cost of living crisis. We have seen a pattern of successful services that we have turned around subsequently being taken in house by our different commissioners and we expect to see more of this trend in the year ahead. As ever, Family Action needs to keep looking ahead at income sources so that we can continue to deliver high quality services that provide the support vulnerable families, children and adults need. Our successful year in 2021/22, in financial terms, will again help us to bridge these challenges but the imperative remains for us to continue to win new work in this difficult climate, whilst also retaining as many of our existing services as possible. As ever we will continue to make the case for greater investment in high quality early intervention and preventative services such as those we provide across the country.

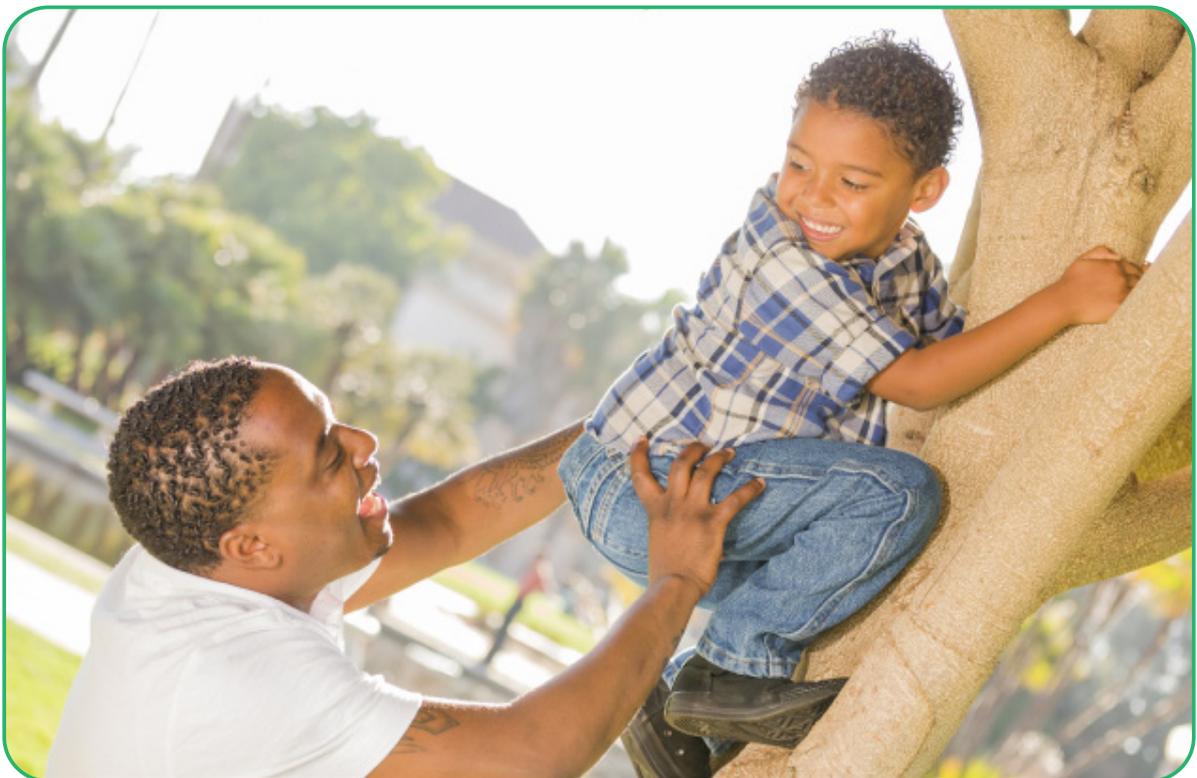
Particular objectives for Family Action in the year ahead will be to continue to seize opportunities to develop new services that meet emerging needs for vulnerable children, individuals and families. We will also drive forward our quality assurance programme and further develop and roll out 'Family Action as a learning organisation.' We have a Learning & Development review in planning to help us develop a new strategic approach to our L&D, including ensuring we understand the learning needs across services and HO functions and to help us to develop a set of learning methods and content that meets these needs. We will also be recruiting to a new Head of Practice Development role.

Another key priority for the year ahead is to enhance our ability to identify services at risk and to address any performance issues as swiftly as possible. We will be developing Service Surgeries to provide an additional layer of Quality Assurance Framework activity that will support collaboration, problem solving, identification of services and central support needs and improved insights and contextual analysis.

During the year ahead, we will also be refreshing our Workforce Strategy and applying for the Investors in Volunteering Award for the first time. The Investors in Volunteering Award application will be the culmination of a programme of work that we have led in recent years, to enhance the quality of our volunteering recruitment, support and development.

During the year, we will also be taking forward our Family Voices work as we focus on widening our audiences and reach. We will work further on increasing our engagement with professional audiences, influencers and political decision makers so that we can continue to influence and drive societal change. We will build on our campaign successes to further build brand awareness and raise income and to reach a wide family audience to both give and receive support.

Finally we want to continue to build on our programme of EDI work to ensure that Family Action becomes an even better place to work and to ensure that all our staff, volunteers and service users are comfortable to be themselves both in the workplace and in every contact that they have with us. Key actions in the year ahead will be to run a follow up EDI survey with our entire staff group and to take forward the priorities identified by our wide range of Staff Diversity Networks.



# Structure, Governance and Management

## Governing Document and group structure

Family Action has its origins in the Charity Organisation Society, which was established in 1869. Today, Family Action is a Company Limited by Guarantee governed by its Articles of Association last amended on 25 April 2019. It is registered as a Charity with the Charity Commission and as a Company with Companies House. Family Action subsidiaries include Friendship Works, BAND, PAC-UK and PARCS which are registered and charitable companies that are now dormant following their mergers and transfers of trade and assets to Family Action.

## Appointment of Trustees

Our Articles of Association provide that Family Action may have up to 15 Trustees and the present members of the Board are listed in this report. The recruitment of Trustees is steered through the Governance Committee, chaired by the Chair of Trustees. We assess the strengths of the Board and the skills that we need for effective governance on an ongoing basis.

## Trustee Induction and Training

All new Trustees receive a bespoke induction plan according to individual need. As a minimum, this includes meetings with the Chair, CEO, Director of Finance and other key staff, the opportunity to observe a Board meeting before joining the Board, a Family Action service visit and the opportunity to attend the monthly corporate induction session for new staff where the CEO presents in detail on the charity's history, strategy, services, finances and current operating environment. We also have a standard Trustee Induction Pack which we keep updated, that contains key information about Trustees' legal duties and responsibilities under Charity and Company Law, the Charity Commission guidance on public benefit, the Charity's Articles of Association and detailed organisational information. New Trustees are paired with a Trustee mentor and we provide training as necessary to ensure that all Trustees are kept up to date with changing requirements. Trustees have also been kept aware of the changing landscape around the regulation of Charity fundraising and GDPR.

## Organisation

The Board of Trustees administers the Charity. The Chief Executive is appointed by the Trustees to manage the day to day operations of the Charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the Trustees under its Executive Limitations, for operational matters including finance, contracts, service provision and employment. The Board meets five times a year and there are five Board sub committees: Audit Committee, Quality & Performance Committee, Governance Committee, Investment Committee and Remuneration Committee, which can meet up to four times a year under their respective terms of reference.

## Related Parties and Co-operation with other Organisations

Any interest between a Trustee or senior manager and the Charity must be disclosed to the full board of Trustees in the same way as any other contractual relationship with a related party.

David Holmes CBE, the CEO of Family Action, is the chair of Children England, a membership organisation to which Family Action is a member with £3,937 annual subscription.

Brewin Dolphin are the advisers and investment managers for the Family Action investment portfolio, Siobhan Boylan, a trustee (Treasurer) on the Board of Family Action joined Brewin Dolphin as the Finance Director in March 2019. Siobhan has rescinded her membership of the Investment Committee in line with our Governance Policy and retired as a Trustee of Family Action at the end of her second term in December 2021.

Dez Holmes, a trustee of Family Action, is also a member of the key management personnel of The Dartington Hall Trust which run Research in Practice (RiP), a membership organisation providing online resources supporting evidence-informed practice with children and families, young people and adults. During the year, Family Action had an active membership subscription to RiP at a cost of £9,111 per annum, as this is a valuable professional resource for all Family Action staff. This transaction was carried out at an arm's length basis.

There are no other related party transactions to report.

## Trustee Indemnity Insurance

Family Action provides insurance to its Trustees against liability in respect of actions brought by third parties, subject to the conditions set out in the Companies Act 2006. Such qualifying third party indemnity insurance remains in force as at the date of approving the Trustees' Report.

## Key Management Personnel Remuneration

The Directors consider the Board of Directors, who are the Trustees, and the Executive Group as comprising the key management personnel of the Charity in charge of directing and controlling, running and operating the Charity on a day to day basis. All Trustees give their time freely and no Trustee received remuneration in the year.

The pay of the Executive Group is reviewed annually. In view of the nature of the Charity, the Directors benchmark against pay levels in other Charities of similar size and activity to ensure that the remuneration set is fair and not out of line with that generally paid for similar roles. The remuneration benchmark is the mid-point of the range paid for similar roles adjusted for a weighting of up to 30% for any additional responsibilities.

## Risk Management

The Trustees have a risk management strategy which comprises:

- a review of the principal risks and uncertainties faced by Family Action and the group as a standing agenda item at every Board meeting and Audit Committee meeting;
- regular review of the principal risks and uncertainties faced by Family Action and the group by the Executive Group, in line with its updated Building on 150 Years Strategy;
- well-established policies, systems and procedures to mitigate any risks identified; and
- clear processes designed to minimise or manage any potential impact on Family Action and the group, should those risks materialise.

The main risks are identified within Family Action's Risk Register. At each Board and Audit Committee meeting we highlight the current highest risks that the Executive Group is concerned about (with commentary and controls). We have not added the Covid-19 pandemic as a risk in its own right, as we feel the impact of the crisis is felt through other existing risks. Our Coronavirus Response Group - made up of the Executive Group and key senior leaders across Family Action - continues to meet weekly to manage current organisational and operational risks in light of the pandemic. The following top risks were identified over the last year:

- Failure to retain contracted services or win replacement work.
- Risk to external service delivery reputation and goodwill from poor quality services (as a result of a lack of management or monitoring oversight).
- Death of, or serious harm to, a service user, due to poor safeguarding practice
  - Failure to manage effectively the wide range of concurrent organisational priorities
  - Failure to identify Health and Safety risks at work leading to injuries and prosecution
  - Inability to manage the historic pension scheme deficit and meet ongoing deficit payments

Key factors in the management of these risks are also reflected in our Building on 150 Years strategy that was launched in 2019, and is updated annually to ensure it remains current. The strategy has five underpinning objectives to help us prioritise and manage ongoing organisational risks and opportunities, especially in light of the external environment (including the impact of Brexit, the Covid-19 pandemic, the War in Ukraine and the current cost of living crisis). The five strategic objectives are as follows:

- 1 Agile and Responsive** - always able to look ahead, to innovate and to seize opportunities
- 2 Managed Growth** - continue to grow in a managed, sustainable way so that we can support more children, adults and families to have better lives
- 3 Improved Quality** - to ensure that our services are of the highest possible quality so that we can maximise the difference made to the people we work with
- 4 Better Known with a Bolder, Stronger Voice for Families** - to speak out for families through building our national profile and positioning and having increased influence and impact
- 5 Valuing Our People** - investing in our staff and volunteers and their development so that Family Action becomes an even better place to work

Further to the above, there remains ongoing mitigation of other key risks such as those relating to HR, IT, data protection and succession planning.

## Slavery and Human Trafficking Statement

The Modern Slavery Act 2015 introduced new obligations in relation to slavery and human trafficking. Family Action is fully supportive of the legislation as it is in keeping with our values. Family Action is committed to the principles of the Modern Slavery Act 2015 and the abolition of modern slavery and human trafficking. As an equal opportunities' employer, Family Action is committed to creating and ensuring a non-discriminatory and respectful working environment for its staff and volunteers. Family Action wants all its staff and volunteers to feel confident that they can expose wrongdoing without any risk to themselves.

The nature of our organisation and supply chains means Family Action has a low risk of being exposed to suppliers who utilise human trafficking or slavery. However, we are committed to improving our practices and processes to combat slavery and human trafficking, where we can.

## Due Diligence Processes for Slavery and Human Trafficking

As part of our initiative to identify and mitigate risk, our Procurement Policy and processes ensure we have in place systems to:

- identify and assess potential risk areas in our supply chains;
- mitigate the risk of slavery and human trafficking occurring in our supply chains; and
- monitor potential risk areas in our supply chains.

We have a zero tolerance to slavery and human trafficking, and we ensure all those in our supply chain and contractors, and our investments comply with these values. Family Action maintains the following policies which are accessible via the Family Action intranet:

- Employee Code of Conduct
- Anti-Bribery Policy
- Anti-Fraud Policy
- Ethical Fundraising Policy
- Health & Wellbeing Policy
- Whistleblowing Policy
- Anti-Bullying and Harassment Policy
- Equality, Diversity & Inclusion Policy
- Safer Recruitment Policy

Family Action does not enter into business with any organisation, in the United Kingdom or abroad, which knowingly supports, or is found to be, involved in slavery, servitude and forced or compulsory labour.

This statement is made pursuant to section 54(1) of the Modern Slavery Act 2015 and constitutes the slavery and human trafficking statement for the financial year ended 31 March 2022.

## Statement of Trustees' Responsibilities

The Trustees (who are also the Directors of Family Action for the purpose of Company Law) are responsible for preparing the Trustees' Report (including the Strategic Report) and the financial statements in accordance with applicable Law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charitable Company and of the incoming resources and application of resources including the income and expenditure of the Charitable Company for that period.

In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and apply them consistently.
- Observe the methods and principles of the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- Prepare the financial statements on the going concern basis, unless it is inappropriate to assume that the Charity will continue on that basis.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The Trustees are responsible for keeping proper accounting records which disclose, with reasonable accuracy at any time, the financial position of the Charitable Company to 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, hence taking reasonable steps for the prevention, detection of fraud and other irregularities.

In so far as each of the Trustees is aware, there is no relevant audit information which the charitable company's auditor is unaware of and they have taken all the steps that they ought to have taken, as Trustees, in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

## Public Benefit Statement

The Charities Act 2011 requires all charities to have a purpose that is for the public benefit. The public benefit requirement has two aspects: the “benefit” aspect and the “public” aspect.

All Family Action services provide an identifiable benefit that is capable of being proved by evidence and are made available to the public or sufficient sections of the public. This is entirely in accordance with the two aspects of the public benefit requirement.

The Trustees can confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission’s general guidance on public benefit, “Charities and Public Benefit”.

Family Action’s charitable purpose is enshrined in its vision of a society where all families are free from poverty, disadvantage and social exclusion. The Trustees ensure that this purpose is carried out for the public benefit by delivering services in accordance with our strategic aims. Many of our services are open to all and our awareness raising and campaigning work benefits everyone.

## Carbon Performance 2020/21

Emissions are reported annually in June each year covering the previous financial year running April-March. These are calculated in accordance with the Carbon Trust Corporate Reporting and Accounting Standard using GOV.UK carbon conversion factors. Data includes all activities where we have operational control and specifically eliminates any energy that is procured by a third party this will include any procured by a landlord and recharged to Family Action as part of a service charge (or similar). We have also adopted the 2015 WRI/ WBCSD Scope 2 Guidance on procured renewable energy. For our efficiency Index we use ‘per FTE’.

- Gas combustion (Scope 1 requirements) – includes gas consumed for stationary or mobile activities for which Family Action is responsible.
- Electricity consumption (Scope 2 requirements) – includes the purchase of electricity by Family Action for its own use, including for the purposes of transport.
- Transport (Scope 3 requirements) – includes energy consumption from transport where Family Action is responsible for purchasing the fuel e.g. fuel used in leased vehicles for business use, fuel used in personal cars for business use, including where Family Action reimburses staff for business mileage claims.

This excludes where a transportation service is procured that includes an indirect payment for the fuel consumption e.g. train/plane/taxi or similar where Family Action does not operate the transport. However, Family Action are preparing a base line so we can elect to report them separately in

future years (including as part of Scope 3 emissions). are preparing a base line so we can elect to report them separately in future years (including as part of Scope 3 emissions).

	2021/2022	2020/2021
	Metric tonne CO2e	Metric tonne CO2e
Gas combustion (Scope 1 requirements)	74.93	116.19
Electricity consumption (Scope 2 requirements)	64.07	72.40
Transport (Scope 3 requirements)	53.14	25.38
<b>Total</b>	<b>192.14</b>	<b>213.97</b>
Carbon footprint per FTE	0.277	0.320

The total energy consumption in aggregate used in calculating the above table is Gas: 409096kwh; Electricity: 301747 kwh. Family action have target set out in our business assurance system processes to ensure that a carbon footprint decreases by 5% per annum per FTE.

## Section 172 Companies Act 2006

Acting in accordance with Section 172 of The Companies Act 2006 (“Duty to promote the success of a company”) Family Action’s Trustees consider that they have complied with their duties with regard to Section 172 of The Companies Act 2006 by promoting the Charity’s success in achieving its charitable purpose to build stronger families.

Specifically, Trustees, working closely with the Executive Group, have supported the Charity to continue to implement its 5 year (2019-2024) corporate strategy - Building on 150 Years - and to navigate the consequences of the Coronavirus pandemic (for more detail see the Trustees Report above).

## Long-term consequences of decisions

A key decision taken during the year was to keep all services open in the context of the continuing Coronavirus pandemic. This was a crucial decision, as it meant that Family Action remained open for business at all times and was able to bring in additional fundraised income and bring in new work to benefit our beneficiaries. As described above the Charity’s response to the pandemic has been managed proactively at all times so that both the short and long term impact on the Charity’s activities is both anticipated and mitigated wherever possible.

As the threat from Covid has reduced during the course of the reporting year, the Board has been very careful to focus on usual Board business as well as the organisation's ongoing Covid response. This has enabled the Trustee Board to keep a continuing and robust focus on the Charity's strategic aims.

## Interests of Employees

Trustees as well as the Executive Group have been actively involved in decisions affecting employees, such as the approval of the 2021/22 Pay Award and through the work of the Governance and Remuneration Sub Committees of the Board. In 2021/22 those Subcommittees have continued to focus on succession planning and talent identification and management and were also pleased to oversee the creation of a new Deputy Director (People) role within the organisation.

The Board of Trustees annually reviews Family Action's Gender Pay Gap data and Report. Trustees continue to take a close interest in the organisation's EDI action plan which is being led by our EDI Manager and our EDI Steering Group. As also mentioned above, Family Action has continued to take a very active role in ensuring an enhanced wellbeing support offer to all staff in the context of the pandemic.

## Business Relationships with suppliers, customers and others; and reputation for high standards of business conduct

During the year, Trustees and the Executive Group have overseen relationships with all our key commissioners and suppliers to ensure we maintain positive and effective relationships. The quality of these relationships has continued to be tested by the pandemic but the Charity's longstanding efforts to maintain good relationships with commissioners and suppliers, has ensured that these relationships remained strong.

## Fundraising

Family Action has a wide range of fundraising activities to generate voluntary donations towards our vital services for children, families and adults. Our Board of Trustees and Executive Group are committed to building relationships and trust with our supporters. The Board works closely with the Executive Group to ensure that the Charity remains compliant at all times with Fundraising regulations and best practice. We are members of the Fundraising Regulator.

## Impact in the Community and Environment

Trustees and the Executive Group are committed to acting in accordance with our Environmental Policy and to identifying and seeking to minimise negative environmental impact. Family Action holds ISO 14001 (Environmental Management certification). Please also see our Carbon Performance above.

## Acting fairly between members

Family Action is committed to ensuring all colleagues are treated fairly. To help achieve this we have an Equality, Diversity and Inclusion Manager and an ambitious programme of EDI development work. We also have an active approach to staff wellbeing and maintain very positive relationships with our recognised trade unions. Family Action's status as an employer of choice was reflected in us being recognised as UK Charity of the Year in the Third Sector Awards 2021 and by our high rating within the Top100 Best Not for Profits and Best Large Companies Lists 2022 as described above. These high placings also recognised our world-class levels of employee engagement.

## Appointment of Auditors

A resolution proposing the appointment of our auditors will be submitted at our AGM in 2022.

## Our Thanks

Without doubt, 2021/2022 has been one of Family Action's most challenging years ever. Despite that, we have continued to deliver all services while introducing many new ones. Trustees recognise the exceptional leadership of Family Action's Chief Executive, David Holmes CBE, and the huge contribution of the Executive Group, Senior Leadership Group and all our excellent staff, volunteers and supporters. I would like to thank them all. I am proud that Family Action is celebrating its 152nd year with more services than ever before and I am confident that the charity will continue to go from strength to strength.

In approving this Trustees' Report, the Board is also approving the Strategic Report included herein in their capacity as Company Directors.

On behalf of the Board.

**Mary Fulton**

Chair of Trustees

22nd September 2022

# Family Action Trustees, Officers and Advisers

## Patron

HRH Princess of Wales

## Vice Patrons

Christine Davies CBE  
Dr Andrew McCulloch  
Dame Denise Platt DBE  
Katie Vanneck-Smith  
Professor Harriet Ward CBE

## Trustees and Officers

### Trustees

Mary Fulton (Chair)  
Paul Hayes (Vice Chair)  
Ian Hargrave (Honorary Treasurer)  
Aida Cable  
Sophy Doyle\*\*\*\*\*  
Robert Tapsfield\*  
George Dunnett  
Phillip Bowkley  
Dez Holmes  
Philippe Broadhead\*\*\*\*  
Ian Hargrave  
Janet Kolind (resigned 22 July 2021)  
Siobhan Boylan (retired 9 December 2021)  
Barin Brian Roy\*\*  
Ayodele Arogundade  
Melanie Williams Browne

### Officers

#### Chief Executive and Company Secretary

David Holmes CBE

#### Director of Finance

Funke Fatunla

#### General Counsel and Director of Systems

Ricardo Gomes Da Silva

#### Director of Services & Innovation

Helen Cantrell

#### Director of Development & External Affairs

Anja Bailey

## Family Action Registered Office

34 Wharf Road  
London N1 7GR  
Tel: 020 7254 6251  
E-mail: [info@family-action.org.uk](mailto:info@family-action.org.uk)  
Web: [www.family-action.org.uk](http://www.family-action.org.uk)

Family Action is governed by its Articles of Association. It is a registered Charity (No 264713) and Company limited by guarantee not having a share capital (No 01068186) in England and Wales. Registered as a Foreign Company (No 6009F) and Charity (No 1206) in the Isle of Man.

## Principal Advisers to Family Action

### Bank

Coutts & Co  
Commercial Banking  
440 Strand  
London  
WC2R 0QS

### Independent Auditor

Haysmacintyre LLP  
10 Queen Street Place  
London  
EC4R 1AG

### Investment Advisor

Brewin Dolphin Ltd  
12 Smithfield Street,  
London EC1A 9LA

### Lawyers

Foot Anstey LLP  
Salt Quay House  
4 North East Quay  
Sutton Harbour  
Plymouth PL4 0BN

Stone King LLP  
Boundary House  
91 Charterhouse Street  
London EC1M 6HR

\*\*\*\*\* Chair of Remuneration Committee

\*\*\*\* Chair of Investment Committee

\*\*\* Chair of Governance Committee

\*\* Chair of Audit Committee

\* Chair of Quality & Performance Committee

# Independent Auditor's Report to the Members of Family Action

## Opinion

We have audited the financial statements of Family Action for the year ended 31 March 2022, which comprise the Statement of Financial Activities, the Summary Income and Expenditure Account, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of the charitable company's net movement in funds, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

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

## Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

## Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

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

- the information given in the Trustees' Annual Report (which incorporates the Strategic Report and the Directors' Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

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

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the Strategic Report and the Directors' Report).

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

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

## Responsibilities of Trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to charity law, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, corporation tax, payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the posting of inappropriate journal entries and management bias in accounting estimates and judgements. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management’s controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted that significantly impact on the result for the year, posting in areas subject to significant judgements or estimates, postings in accounts that are considered to be higher risk; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

## Use of our report

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

**Kathryn Burton** (Senior Statutory Auditor)

for and on behalf of Haysmacintyre LLP, Statutory Auditor

Date: 22nd September 2022

10 Queen Street Place

London

EC4R 1AG



# Statement of financial activities

At 31 March 2022 - Company Number: 01068186

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total 2022 £'000	Total 2021 £'000
<b>Income and Endowments from:</b>						
Donations and legacies	3	766	1,851	-	2,617	3,613
Investment	4	1	287	-	288	241
Charitable activities	5	867	31,236	-	32,103	37,214
Gains on acquisition of business	6	117	106	-	223	-
<b>Total</b>		<b>1,751</b>	<b>33,480</b>	<b>-</b>	<b>35,231</b>	<b>41,068</b>
<b>Expenditure on:</b>						
Raising funds:		462	-	119	581	537
Charitable activities		539	31,664	-	32,203	37,576
<b>Total</b>	7	<b>1,001</b>	<b>31,664</b>	<b>119</b>	<b>32,784</b>	<b>38,113</b>
Net income before investments gains/ (losses)		750	1,816	(119)	2,447	2,955
Gains/(Losses) on investments		-	(138)	403	265	1,682
<b>Net income before other recognised gains and losses</b>		<b>750</b>	<b>1,678</b>	<b>284</b>	<b>2,712</b>	<b>4,637</b>
Remeasurement on net defined benefit pension liability	10	-	1,319	-	1,319	(8,891)
<b>Net movements in funds</b>		<b>750</b>	<b>2,997</b>	<b>284</b>	<b>4,031</b>	<b>(4,254)</b>
<b>Fund balance brought forward at 1 April 2021</b>		<b>5,898</b>	<b>(3,556)</b>	<b>10,513</b>	<b>12,855</b>	<b>17,109</b>
<b>Fund balances carried forward At 31 March 2022</b>		<b>6,648</b>	<b>(559)</b>	<b>10,797</b>	<b>16,886</b>	<b>12,855</b>

All amounts relate to continuing activities. Conduit activities are not included above but are set out in **Note 21**.  
The attached notes form part of the financial statements.

# Summary Income and Expenditure Account

At 31 March 2022 - Company Number: 01068186

	2022 £'000	2021 £'000
Total income	35,231	41,068
Total expenditure excluding endowment funds charges	(32,665)	(38,033)
Net income before investments gains/(losses)	2,566	3,035
Gains/ (losses) on investments (excluding endowment funds)	(138)	79
<b>Net income for the year</b>	<b>2,428</b>	<b>3,114</b>

Total income comprises £1,751k (2021: £1,778k) unrestricted funds and £33,480k (2021: £39,290k) restricted funds.

A detailed analysis of expenditure is available in the Statement of Financial Activities and Note 7.

The Summary Income and Expenditure Accounts are derived from the Statement of Financial Activities with movements in endowment funds excluded to comply with Company Law. All income and expenditure are derived from continuing activities.

The Statement of Financial Activities, together with the notes to the accounts, provides full information on the movements during the year on all the funds of the charitable company.

The attached notes form part of the financial statements.



# Balance Sheet

At 31 March 2022 - Company Number: 01068186

	Notes	2022		2021	
		£'000	£'000	£'000	£'000
<b>Fixed Assets</b>					
Tangible assets	11		4,754		4,587
Trust and Investments	12		11,207		11,061
<b>Current Assets</b>					
Debtors	14	4,656		4,324	
Cash		12,689		9,398	
		17,345		13,722	
<b>Creditors:</b>					
amounts falling due within one year	15	(3,945)		(2,544)	
<b>Net Current Assets</b>			<b>13,400</b>		<b>11,178</b>
<b>Total Assets less Current Liabilities</b>			<b>29,361</b>		<b>26,826</b>
Pension scheme deficit	10		(12,475)		(13,971)
<b>Net Assets</b>		19	<b>16,886</b>		<b>12,855</b>
<b>Funds</b>					
Unrestricted funds:					
General funds	16		4,525		4,213
Designated reserve	16		2,123		1,685
			6,648		5,898
Restricted funds:					
Income funds – including revaluation reserve of (£129k) (2021: (£136k))	17		11,916		10,415
Pension Reserves	10		(12,475)		(13,971)
Endowment Funds - including revaluation reserve of £1,090k (2021: (£1,009k))	18		10,797		10,513
			<b>16,886</b>		<b>12,855</b>

The Financial Statements on pages 25 to 55 were approved and authorised for issue by the Board of Trustees, and signed on its behalf on 22nd September 2022 by:

**Mary Fulton** Chairman of Trustee Board

**Ian Hargrave** Honorary Treasurer

The attached notes form part of the financial statements.

# Statement of Cash Flows

At 31 March 2022 - Company Number: 01068186

	2022		2021	
	£'000	£'000	£'000	£'000
Net cash provided by operating activities		3,014		3,052
<b>Cash flow from investing activities:</b>				
Dividends and interest received	288		241	
Purchase of tangible assets	(11)		(41)	
Proceeds from sale of property	-		1,817	
Proceeds from sale of investments	1,412		1,299	
Purchase of investments	(1,294)		(2,098)	
Net movement in cash held not yet invested	(118)		786	
Net cash used in investing activities		277		2,004
<b>Cash flow from financing activities:</b>				
Repayments of borrowing	-	-	(2,657)	
Net cash (used in) financing activities				(2,657)
<b>Change in cash and cash equivalents in the year</b>		<b>3,291</b>		<b>2,399</b>
Cash and cash equivalents at the beginning of the year		9,398		6,999
<b>Cash and cash equivalents at the end of the year</b>		<b>12,689</b>		<b>9,398</b>



# Notes to the Statement of financial activities

At 31 March 2022 - Company Number: 01068186

<b>Reconciliation of Net Income to Net Cash Flow from operating activities</b>	<b>2022 £'000</b>	<b>2021 £'000</b>
<b>Net income for the year before investment gains/ (losses)</b>	<b>2,447</b>	<b>2,955</b>
Depreciation	157	177
Loss on disposal of assets	-	-
(Increase)/Decrease in debtors	(330)	1,329
Increase/(Decrease) in creditors	1,401	(1,031)
Decrease in pension scheme deficit, net of gains/losses	(268)	(133)
Net investment income	(289)	(241)
Investment manager fees	119	80
Gains on acquisition of business	(223)	-
Loss on sale of property	-	(84)
<b>Net cash provided by operating activities</b>	<b>3,014</b>	<b>3,052</b>

<b>Analysis of Cash and Cash equivalents</b>	<b>2022 £'000</b>	<b>2021 £'000</b>
Cash in hand	12,689	9,398
	<b>12,689</b>	<b>9,398</b>

<b>Analysis of changes in Net Funds</b>	<b>At start of year £'000</b>	<b>Cash Flow £'000</b>	<b>Other non-cash changes £'000</b>	<b>At end of year £'000</b>
Cash	9,398	3,291	-	12,689
<b>TOTAL</b>	<b>9,398</b>	<b>3,291</b>		<b>12,689</b>

# Notes to the Financial Statements

At 31 March 2021 - Company Number: 01068186

## 1 Accounting Policies

### (a) General information

Family Action is a charitable private company limited by guarantee incorporated in England and Wales (co. number 01068186) and registered with the Charity Commission (Charity Registration no. 264713). The Charity's registered office address is 34 Wharf Road, London N1 7GR. The members of the company are the Trustees. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

### (b) Basis of Preparation

The financial statements have been prepared under the historical cost convention, as modified by the revaluation of fixed asset investments, which are carried at fair value and in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) second edition effective 1 January 2019, applicable accounting standards (FRS 102) and the Companies Act 2006. Family Action is a public benefit entity as set out in section 3 of FRS 102.

### (c) Going concern

Following a thorough review of projections, including consideration of the delivery costs of existing contracts, a two year projected cash flow forecast and the company's operations, the Trustees consider that there are no material uncertainties regarding the Charity's ability to continue as a going concern. Accordingly, the Trustees continue to adopt the going concern basis in preparing the financial statements.

### (d) Entity combinations

Entity combinations are the effect on the accounts of Family Action of changes to the structure of the Charity and the group that may arise from the acquisition of businesses and companies, the gift of charities and mergers between charities. In accounting for entity combinations, Family Action applies the requirements of Sections 19 and PBE34.75 – PBE34.86 of FRS 102 and the guidance set out in the Charity SORP.

Unless the requirements for merger accounting are met, an acquiring entity is identified in an entity combination, being the dominant party in a charity merger or the contractual acquirer of a business or company. The assets and liabilities of the entity joining the group at the date of combination or being transferred to the parent charitable company are initially recognised in Family Action's accounts at their fair values. After that date, the accounting policies of Family Action are applied to recognition, de-recognition and valuation of the assets and liabilities.

When the transaction is in substance a gift from the Trustees or members of an existing charity, the fair value of the net assets and liabilities acquired is recognised as a gain or loss within the Statement of Financial Activities.

### (e) Income

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

Income is deferred when the charity has to fulfil conditions before becoming entitled or where the donor or contracting party has specified the income be expended in a future period.

Grants from government and other agencies amounting to a contract for services are recognised as income as the charity earns the right to the consideration by its delivery of those services. Income received in advance of the provision of a specified service is deferred until the service is delivered.

Legacies are recognised on notification of an impending distribution or on receipt. For the purposes of entitlement this is considered to be the earlier of the date on which with the charity is made aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from an estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount

can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition has not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated services and facilities are included as 'income from donations and legacies' at their estimated value to the Charity when received, and under the appropriate expenditure heading depending on the nature of service or facility provided, at the same value and time. No amounts are included in the financial statements for services donated by volunteers.

#### (f) Expenditure

All expenditure is accounted for on accruals and has been classified under headings that aggregate all costs related to the category.

Fundraising and publicity costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of charitable activities.

Direct expenditure on charitable activities includes all costs directly relating to delivering the Charity's principal activities of providing services and financial support to families, individuals and groups within the community.

Grant expenditure includes those grants awarded to individuals under the charity's grant programme and those direct and allocated support costs incurred in relation to the award and monitoring of grants. Grant expenditure is recognised once an offer has been awarded and communicated to the recipient.

Support costs are those costs incurred directly in support of the expenditure on the objects of the Charity and governance costs and have been allocated, together with overheads, based on the head count. Governance costs are those incurred in connection with compliance with constitutional and statutory requirements of the Charity.

#### (g) Tangible Fixed Assets and Depreciation

Tangible fixed assets are stated at purchase cost and any incidental expenses of acquisition or deemed cost less accumulated depreciation and accumulated impairment losses. Amounts financed by unrestricted funds and costing more than £500 are capitalised.

Depreciation is provided on all tangible assets, other than freehold land, to write off the cost, less estimated residual value of each asset over its expected useful life on a straight-line basis. The estimated useful lives are as follows:

• Freehold and Leasehold property	–	75 years
• Leasehold Property Improvements	–	20 years
• Leasehold Improvements	–	term of the Lease
• Equipment	–	4 years
• Computers	–	3 years
• Furniture	–	10 years
• IT infrastructure	–	5 years

#### (h) Fixed asset investments

Investments are stated at market value at the balance sheet date. The SOFA includes the net gains and losses arising on revaluations and disposals throughout the year. Investments in unlisted investments and subsidiary undertakings are stated at cost, less provision for diminution in value.

#### (i) Cash and cash equivalents

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

## (j) Financial instruments

### Financial assets

Basic financial assets, including trade and other receivables, cash and bank balances, are initially recognised at transaction price. Such assets are subsequently carried at the amortised cost using the effective interest method, less impairment.

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, with subsequent changes in fair value recognised in the SOFA, except investments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

At the end of each reporting period, financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the established cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in the SOFA.

### Financial liabilities

Basic financial liabilities, including trade and other payables, and loans from third parties are initially recognised at transaction price.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Loans obtained by the Charity to further its charitable purposes at rates below prevailing market rates are classified as concessionary loans and accounted for in accordance with Section 34 of FRS 102. Such loans are initially recognised and measured at the amount received and subsequently adjusted to reflect any repayments, accrued interest and any subsequent impairment.

## (k) Employee benefits

The charity provides a range of benefits to employees including paid holiday arrangements and defined benefit and defined contribution pension plans.

### Short-term benefits

Short-term benefits, including holidays and other similar non-monetary benefits are recognised as an expense in the period in which the service is received.

### Termination costs

All costs included in terminating an employee contracts are accounted for on an accruals basis and disclosed in aggregate in staff costs. Termination benefits are measured at the best estimate of the expenditure required to settle the obligation at the reporting date

### Defined contribution pension plans

The Charity contributes to a Group Personal Pension arrangement administered by Aviva (merged with Friends Life). New members are auto enrolled into the GPP based on eligibility except where employees choose the option to opt out. The contributions are recognised as an expense when they fall due. The assets of the pension plans are held separately from the Council in independently administered funds.

### Defined benefit pension scheme

Family Action operates a defined benefit pension scheme, which closed, to future accruals in May 2012, the assets of which are administered by Trustees.

The liability recognised in the balance sheet in respect of the defined benefit pension scheme is the present value of the defined benefit obligation at the end of the reporting date less the fair value of the scheme assets at the reporting date.

The defined benefit obligation is calculated using the projected unit credit method. Annually the Charity engages an independent actuary to calculate the obligation. The present value is determined by discounting the estimated future payments using market yields on high quality corporate bonds that are denominated in sterling and that have terms approximating the estimated period of the future periods ("discount rate").

The fair value of the schemes assets are measured in accordance with the FRS 102 fair value hierarchy, and include the use of appropriate valuation techniques.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income. These amounts together with the return on plan assets, less amounts included in net interest, are disclosed as "re-measurement of net defined benefit pension liability".

The cost of the defined benefit plan is recognised in the SOFA as employee costs and comprises:

- The increase in the pension benefit liability arising from employee service during the year; and
- The cost of plan introductions, benefit changes, curtailments and settlements.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of the scheme assets. The cost is recognised in the SOFA within "expenditure on charitable activities".

Details of the scheme assets and liabilities and major assumptions are shown in Note 9.

## (l) Fund Accounting

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

Designated funds are the unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the Notes to the Financial Statements.

Restricted funds are funds that are used in accordance with the specific instructions imposed by the donors or which have been raised by the Charity for particular purposes.

Investment income and gains are allocated to the appropriate fund.

## (m) Leasing

Rentals in respect of operating leases are charged on a straight line basis over the lease term.

Incentives received to enter into an operating lease are credited to the SOFA, to reduce the lease expense, on a straight-line basis over the period of the lease.

## 2 Critical accounting estimates and judgements

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. 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.

Key areas subject to judgement and estimation are as follows:

### Defined benefit pension scheme

The Charity has obligations to pay pension benefits under a defined benefit pension scheme. The cost of these benefits and the present value of the obligation depend on a number of factors including; life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. The Trustees, in consultation with the scheme's actuary, agree the key factors and estimates that determine the net pension obligation in the balance sheet on the basis of historical experience and current trends.

## 3 Donations and Legacies

	2022 £'000	2021 £'000
Individuals	679	1,190
Charitable trusts	809	951
Companies	1,129	1,472
	<b>2,617</b>	<b>3,613</b>

## 4 Investment Income

	2022 £'000	2021 £'000
Interest receivable	1	3
Dividends receivable from investments	287	238
	<b>288</b>	<b>241</b>

## 5 Income from Charitable activities - 2022

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total 2022 £'000
<b>Income</b>					
Statutory, Lottery & Trusts Funding	5a/b/c	2	29,319	-	29,321
Rent and Fees		71	1,007	-	1,078
Trusts and Administered Funds		-	577	-	577
Other Income		794	333	-	1,127
		<b>867</b>	<b>31,236</b>	-	<b>32,103</b>

Included within restricted other income is £11k (2021: £101k) received from CJRS Government grants.

## 5 Income from Charitable activities by service type - 2022

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total 2022 £'000
<b>Income</b>					
Early Years Work		-	3,982	-	3,982
Children and Families Work		71	17,326	-	17,397
Adult Mental Health & Wellbeing		-	2,179	-	2,179
Educational & Alleviation of need			577	-	577
National Services		796	7,172	-	7,968
		<b>867</b>	<b>31,236</b>	-	<b>32,103</b>

## 5 Income from Charitable activities - 2021

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total 2021 £'000
<b>Income</b>					
Statutory, Lottery & Trusts Funding	5a/b/c	-	32,137	-	32,137
Rent and Fees		95	930	-	1,025
Trusts and Administered Funds		-	2,648	-	2,648
Other Incoming Resources		752	652	-	1,404
		<b>847</b>	<b>36,367</b>	-	<b>37,214</b>

## 5 Income from Charitable activities by service type - 2021

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total 2021 £'000
<b>Income</b>					
Early Years Work		-	4,240	-	4,240
Children and Families Work		95	18,263	-	18,358
Adult Mental Health & Wellbeing		-	2,936	-	2,936
Educational & Alleviation of need			2,648	-	2,648
National Services		752	8,280	-	9,032
		<b>847</b>	<b>36,367</b>	-	<b>37,214</b>

## 5a Lottery Fund, Trusts and Grants

These funds are part of statutory funding in restricted funds	Project Ref. Number	Movement in Funds			Balance 31 March 2022 £
		Balance 31 March 2021 £	Incoming Resources £	Outgoing Resources £	
<b>Income</b>					
Big Lottery Reaching Communities - Friendship Works	10302129	15,530	34,809	(35,362)	14,977
National Lottery Community Fund- Southend Families Together	10305962	187	-	(187)	-
National Lottery Community Fund- Medway Perinatal	0010322373	18,119	52,178	(70,297)	-
National Lottery -Sport England	N/A	-	71,950	(70,957)	994
National Lottery Community Fund - Sandwell helping hands	0010347649	4,707	71,912	(74,083)	2,536
National Lottery Community Fund - BAND buddying project	0010352061	53	12,562	(10,848)	1,767
National Lottery Community Fund - PARCS					
Department of Health & Social Care - Bradford	20104822	23,813	75,360	(89,148)	10,025
Department of Health & Social Care - Hackney		1,491	33,334	(33,334)	1,491
Department of Health & Social Care - Stockton Enhanced Perinatal Project		(37,443)	97,425	(59,982)	0
Department of Health & Social Care - Suicide Prevention Fund	SW0081	8,542	195,285	(192,305)	11,522
NHS England	209	-	3,518	(3,518)	-
	C40608	-	190,040	154,064	344,104
		<b>34,998</b>	<b>838,374</b>	<b>(485,957)</b>	<b>387,415</b>

## 5b Statutory Funding

Adoption Support Fund  
Ashfield District Council  
Barnsley MBC  
Barrow-in-Furness Borough Council  
Bedford Borough Council  
Birmingham City Council  
Bolton Metropolitan Borough Council  
Bradford Metropolitan District Council  
Bradford Trident  
Cambridgeshire County Council  
Carmarthenshire County Council  
Central Manchester NHS, Manchester Children's Hospital  
Ceredigion Council  
Children & Family Court Advisory & Support Service (CAFCASS)  
City and Hackney GP Confederation  
City of Westminster  
City of York Council  
Cornwall Council  
Cumbria County Council  
Department for Education  
Department of Health & Social Care  
Devon County Council  
Dorset Council  
Dudley MBC  
Durham County Council  
East Leicestershire CCG  
East Riding of Yorkshire Council  
Gedling Borough Council  
Greater London Authority  
Greater Manchester MH NHS FT  
Harrogate and District NHS Foundation  
Havering Health GP Federation  
Hertfordshire County Council  
Hull City Council  
Isle of Man Government  
Isle Of White Council  
Kent CC  
Kingston Upon Hull City Council  
Lancashire County Council  
Leeds City Council  
Lincolnshire County Council  
London Borough of Camden  
London Borough of Ealing  
London Borough of Enfield  
London Borough of Hackney  
London Borough of Harrow  
London Borough of Havering  
London Borough of Islington  
London Borough of Lambeth  
London Borough of Lewisham  
London Borough of Newham  
London Borough of Redbridge  
London Borough of Southwark  
London Borough of Tower Hamlets  
London Borough of Waltham Forest  
Luton Borough Council  
Manchester City Council  
Mansfield District Council  
Medway Council  
Milton Keynes Council  
National Children's Bureau  
NHS Birmingham and Solihull CC  
NHS Bolton CCG  
NHS Bradford CCG  
NHS City & Hackney CCG  
NHS England  
NHS Morecombe Bay CCG  
NHS Wandsworth CCG  
NHS West London CCG  
Norfolk County Council  
North Ayrshire Council  
North East Lincolnshire Council  
North East London CCG  
North Lincolnshire Council  
North Tyneside Council  
North Yorkshire County Council  
Nottinghamshire County Council  
Oldham Council  
One Adoption South Yorkshire  
One Adoption West Yorkshire  
Peterborough City Council  
Plymouth City Council  
Portsmouth City Council  
Rochdale Metropolitan Borough Council  
Royal Borough of Greenwich  
Royal Borough of Windsor & Maidenhead  
Sefton Council  
Solihull Metropolitan Borough Council  
Southampton City Council  
Southend on Sea Borough Council  
Staffordshire County Council  
Stockton Borough Council  
Swaffham and Downham  
Thurrock County Council  
Torbay Council  
West Leicestershire CCG  
Westminster CC  
Wigan Council  
Wiltshire County Council

## 5c Income & Expenditure for Isle of Man Government Funding (Family Action registered Charity No 1206, Family Action Foreign Company No: 6009F)

	2022 £'000	2021 £'000
Turnover	806	786
Expenditure	(723)	(684)
Surplus/(Deficit)	<b>83</b>	<b>102</b>

## 6 Income arising from Acquisition of Business

On the 1st of April 2022, Family Action agreed to take over the ownership, control and management of Portsmouth Abuse & Rape Counselling Service (PARCS) Company No (3643599) and Charity No (1079950). The transactions will be accounted for in accordance with acquisition accounting principles.

As the transfer of control obtained by Family Action was for nil consideration, the fair value of the net assets acquired has been recognised as income in the year on the dates the assets and liabilities were transferred to Family Action.

The transaction have been accounted for in accordance with acquisition accounting principles.

The fair value of the assets acquired and liabilities as at the date of acquisition and the gain therefore recognised is summarised as follows

	Book value immediately before acquisition £'000	Fair value adjustments £'000	Fair value at the date of acquisition £'000
Fixed assets	327	-	327
Debtors	39	-	39
Cash at bank and in hand	197	-	197
Creditors Amounts falling due within one year	(340)	-	(340)
	<b>223</b>	<b>-</b>	<b>223</b>

Included in the above were cash balances of £197k. Also included in current liabilities is a balance of £181k owed to Family Action as a result of Family Action paying off mortgage to Charity bank on 31 March 2021.

For the period since acquisition, PARCS contributed income of £654k, expenditure of £446k and a net surplus of £208k. These amounts are included with the statement of financial activities.

## 7a Alleviation of Need

The Charity made 1,678 (2021: 4,341) grants to individuals and families in the year that totalled £481k (2021: £2.9m). The Charity has opted to take the exemption available under Charity Law not to disclose the names of grants recipients in these financial statements.

## 7b Analysis of Total Expenditure -2022

	Activities Undertaken Directly £'000	Grant Funding Activities £'000	Support Costs £'000	2022 £'000	2021 £'000
<b>Raising funds</b>					
Fundraising and publicity costs	415	-	166	581	537
<b>Cost of charitable activities</b>					
Early Years work	3,753	-	132	3,885	4,147
Children and Families work	17,730	-	623	18,353	17,098
Adult Mental Health & Wellbeing	2,876	-	101	2,977	2,953
Educational & Alleviation of need	63	481	63	607	2,958
National Services*	6,237	-	144	6,381	10,420
	30,659	481	1,063	32,203	37,576
	<b>31,074</b>	<b>481</b>	<b>1,229</b>	<b>32,784</b>	<b>38,113</b>

\*National services includes Food clubs and the Nationwide Breakfast provisions etc. see page 4

The analysis of expenditure has been updated to provide a more useful and better understanding of Family Action's activities and how its expenditure furthers its charitable objectives. The prior year has been adjusted for comparison.

## Analysis of Total Expenditure -2021

	Activities Undertaken Directly £'000	Grant Funding Activities £'000	Support Costs £'000	2021 £'000	2020 £'000
<b>Raising funds</b>					
Fundraising and publicity costs	408	-	129	537	732
<b>Cost of charitable activities</b>					
Early Years work	4,019	-	129	4,147	3,817
Children and Families work	16,569	-	529	17,098	15,737
Adult Mental Health & Wellbeing	2,862	-	91	2,953	2,718
Educational & Alleviation of need	75	2,879	4	2,958	419
National Services*	10,026	-	394	10,420	12,387
	33,550	2,879	1,147	37,576	35,078
	<b>33,958</b>	<b>2,879</b>	<b>1,276</b>	<b>38,113</b>	<b>35,810</b>

## 7b Analysis of Total Expenditure -2022

	2022 £'000	2021 £'000
<b>Support costs include:</b>		
Staff Costs	829	765
Office Premises	38	150
Rates	20	29
Cleaning & materials	37	33
Office Equipment	10	21
Telephone	17	29
Depreciation	157	177
Governance	32	32
Others	88	40
	<b>1,229</b>	<b>1,276</b>
	<b>2022 £'000</b>	<b>2021 £'000</b>
The above expenditure includes the following charges:		
Auditor's remuneration – Statutory audit	28	20
Auditor's remuneration – non audit services:		
Taxation advisory services	-	3
Assurance services	-	11
Depreciation	157	177
Interest costs on Bank Loan	-	108
Operating lease rentals:		
- Buildings	449	440
- Other	45	44



## 8 Staff Costs

Staff costs consist of:	2022 £'000	2021 £'000
Wages and salaries	9,467	19,220
Redundancy	222	125
Social security costs	1,610	1,592
Employer's Pension costs	858	837
Agency costs	22,157 574	21,774 337
	<b>22,731</b>	<b>22,111</b>
The monthly average number of employees was	<b>904</b>	<b>890</b>
*Annual deficit contribution payment deducted from wages and salaries. The numbers of employees with emoluments over £60,000 were as follows:		
	2022 No.	2021 No.
£60,000 - £70,000	5	-
£70,000 - £80,000	1	1
£80,000 - £90,000	2	2
£90,000 - £100,000	1	1
£160,000-£170,000	1	1

The Directors consider the Board of Directors, who are the Trustees, and the Senior Management Team as comprising the key management personnel of the Charity.

The Senior Management Team of the group comprises the Chief Executive Officer, Director of Services & Innovation, General Counsel & Director of Systems, Director of Finance and Director of Development & External Affairs. The total compensation of the Senior Management Team was £597,737 (2021: £582,523).

## 9 Trustees Remuneration and Expenses

The Charity's Trustees were not paid or received any other benefits from employment with the Charity or its subsidiary in the year (2021: £nil) neither were they reimbursed expenses during the year (2021: £nil). No Charity Trustee received payment for professional or other services supplied to the Charity (2021: £nil).

## 10 Pension Costs

### Pension Arrangements

The group has two pension arrangements, a defined contribution and defined benefits schemes.

The defined contribution scheme is a Group Personal Pension arrangement administered by Friends Life, now Aviva. New members are auto enrolled into the GPP based on eligibility except where employees choose the option to opt out.

The total defined contribution payable and recognised as an expense in the SOFA was £858,081 (2021: £836,494).

The administration of the closed defined benefits scheme changed during the year from Capita Hartshead Limited to Cartwright Group. The scheme closed to future accruals on 31 May 2012 except for payments due under a Recovery Plan agreed with the pension Trustees. There is an obligation to fund the ongoing administration costs of the pension scheme.

The disclosures, set out below, are based on calculations carried out as at 31 March 2022 by a qualified independent Actuary.

The Scheme's assets are held in a separate trustee-administered fund to meet long-term pension liabilities to past and present employees. The liabilities of the Scheme are measured by discounting the best estimate of future cash flows to be paid out of the Scheme using the Projected Unit Method, which is a method suitable for a scheme that was closed to new entrants. The liabilities set out in this note have been calculated based on the full valuation as at 1 January 2020, updated to 31 March 2022. The results of the calculations and the assumptions adopted are shown below.

The Charity's contributions expected to be made in the year commencing 1 April 2022 are approximately £715k based on the revised schedule of contributions agreed at the 1 January 2020 valuation.

The Trustees of the Scheme are required to act in the best interest of the Scheme's beneficiaries. The appointment of members of the Trustee Board is determined by the trust documentation. Trustees have received actuarial advice and the overall expected rate of return on assets is based on the long-term future expected investment return for each asset class as at the beginning of the period.

<b>Changes in Defined Benefits Obligation:</b>	<b>2022 £'000</b>	<b>2021 £'000</b>
Benefits obligation, beginning of the year	42,541	33,167
Interest cost	842	721
Actuarial (gains)/losses arising from changes in demographic assumptions	(571)	717
Actuarial (gains)/losses arising from changes in financial assumption	(3,280)	5,538
Actuarial losses on experience adjustments	1,534	3,206
Benefits payments	(910)	(808)
Benefits obligation, end of year	<b>40,156</b>	<b>42,541</b>

<b>Assumptions used to determine defined benefit obligation at end of year:</b>	<b>2022</b>	<b>2021</b>
Discount rate	2.65%	2.00%
Rate of retail price inflation (non-pensioner)	3.60%	3.25%
Rate of consumer price inflation (non-pensioner)	n/a	n/a
Nominal rate of increase in pension payments (pensioners)		
- RPI 5% pa	3.45%	3.15%
- RPI 3% pa	2.70%	2.55%

<b>Post-retirement mortality assumption:</b>	<b>2022</b>	<b>2021</b>
- Base table	100% S3PXA	100% S2PXA
- Projections for future improvements	CMI 2021 projections, with a long term trend rate of 0.5% p.a.	CMI 2020 projections, with a long term trend rate of 0.5% p.a.
<b>Commutation allowance</b>	80% of maximum cash at retirement	80% of maximum cash at retirement
	<b>Years</b>	<b>Years</b>
Life expectancy from 65 for a male currently aged 65	21.3	21.6
Life expectancy from 65 for a male currently aged 45	21.6	22.0
Life expectancy from 65 for a female currently aged 65	23.7	23.9
Life expectancy from 65 for a female currently aged 45	24.3	24.5

<b>Changes in Scheme assets are as follows:</b>	<b>2022 £'000</b>	<b>2021 £'000</b>
Fair value of Scheme assets, beginning of the year	28,570	27,709
Interest Income	567	606
Return on plan assets in excess of interest income	(998)	570
Employers' Contributions	695	675
Administration Expenses	(243)	(182)
Benefits payments	(910)	(808)
Fair value of Scheme assets, end of year	<b>27,681</b>	<b>28,570</b>

<b>Scheme Assets Allocation, End of Year</b>	<b>31 March 2022 £'000</b>	<b>31 March 2021 £'000</b>
Diversified Growth Funds	12,056	17,467
Absolute Return Bonds	6,904	1,986
Liability Driven Investment	8,550	6,448
Property	-	2,576
Cash	171	93
Total	<b>27,681</b>	<b>28,570</b>

<b>Amount recognised in the balance sheet</b>	<b>31 March 2022 £'000</b>	<b>31 March 2021 £'000</b>
Fair value of Scheme assets	27,681	28,570
Present value of funded defined benefit obligation	(40,156)	(42,541)
Deficit recognised in scheme	<b>(12,475)</b>	<b>(13,971)</b>

<b>Components of benefit cost recognised in Income &amp; Expenditure</b>	<b>31 March 2022 £'000</b>	<b>31 March 2021 £'000</b>
Net interest cost on net defined liability	275	115
Administration Expenses	243	182
Net benefit cost in SOFA before other recognised gains and losses	<b>518</b>	<b>297</b>
	<b>2022 £'000</b>	<b>2021 £'000</b>
Actual return on plan assets	<b>(431)</b>	<b>1,176</b>

<b>Amount recognised in other recognised gains and losses:</b>	<b>2022 £'000</b>	<b>2021 £'000</b>
Actuarial losses/(gains) arising from changes in demographic assumptions	(571)	717
Actuarial losses arising from changes in financial assumptions	(3,280)	5,538
Actuarial losses on experience adjustments	1,534	3,206
Return on plan assets in excess of interest income	998	(570)
Gains/(Loss) recognised in other recognised gains and losses	<b>(1,319)</b>	<b>8,891</b>

## 11 Tangible Fixed Assets

	Freehold Property £'000	Leasehold Property £'000	Leasehold Improvements £'000	IT Infrastructure £'000	Computers Equipment & Furniture £'000	Total £'000
<b>Cost</b>						
At 1 April 2021	-	3,900	746	161	155	4,962
Additions	-	-	-	-	11	11
Additions-business combinations	313	-	-	-	-	313
Disposal	-	-	-	-	-	-
<b>At 31 March 2022</b>	<b>313</b>	<b>3,900</b>	<b>746</b>	<b>161</b>	<b>166</b>	<b>5,286</b>
<b>Depreciation</b>						
At 1 April 2021	-	104	105	98	68	375
Charge for the year	4	52	41	32	28	157
Disposal	-	-	-	-	-	-
<b>At 31 March 2022</b>	<b>4</b>	<b>156</b>	<b>146</b>	<b>130</b>	<b>96</b>	<b>532</b>
<b>Net Book Value at 31 March 2022</b>	<b>309</b>	<b>3,744</b>	<b>600</b>	<b>31</b>	<b>70</b>	<b>4,754</b>
<b>Net Book Value at 1 April 2021</b>	<b>-</b>	<b>3,796</b>	<b>641</b>	<b>63</b>	<b>87</b>	<b>4,587</b>



## 12 Fixed Assets and Investments

All trust fund investments were revalued to the quoted price on 31 March 2022.

The investments of the Endowed Trusts and administered funds are held in a broadly diversified multi-manager portfolio devised and run by Brewin Dolphin.

	<b>2022 £'000</b>
Market value at 1 April	11,061
Disposal in year	(1,412)
Acquisitions in year	1,294
Net cash movement in year not yet invested	118
Investment management fees	(119)
Gains/(losses) on revaluation in year	265
Market value at 31 March	<b>11,207</b>
Historical cost at 31 March	<b>10,247</b>
<b>Splits:</b>	<b>2022 £'000</b>
Listed Investment	10,852
Investment cash	355
Investments in Endowed Trusts and Administered Funds-Capital at Valuation	<b>11,207</b>

## 12 Subsidiary undertakings



**Friendship Works**

Friendship Works is a dormant charitable company incorporated in England and Wales (Charity no: 1017460, Company no: 2754587) controlled by Family Action by virtue of being its sole member.



**BAND**

BAND is a dormant charitable company incorporated in England and Wales (Charity no: 1060822, Company no: 03284504) controlled by Family Action by virtue of being its sole member.



**PAC-UK**  
Adoption and Permanency Support

PAC-UK is a dormant charitable company incorporated in England and Wales (Charity no: 294998, Company no: 2040322) controlled by Family Action by virtue of being its sole member.



**PARCS**  
Portsmouth Abuse and Rape Counselling Service

PARCS is a dormant charitable company incorporated in England and Wales (Charity no: 1079950, Company no: 3643599) controlled by Family Action by virtue of being its sole member.

The registered office address of each subsidiary undertaking is 34 wharf Road, London N1 7GR.

## 14 Debtors

	2022 £'000	2021 £'000
Amounts invoiced to funders	4,129	3,685
Prepayments and accrued income	518	458
Other Debtors	9	181
	<b>4,656</b>	<b>4,324</b>

## 15 Creditors: amounts falling due within one year

	2022 £'000	2021 £'000
Trade Creditors	2,423	961
Payment received on account for contracts	26	26
Accruals and Deferred Income	369	271
Tax and social security	566	577
Other creditors	561	709
	<b>3,945</b>	<b>2,544</b>

Deferred income represents funding received in advance of the provision of the related services. All deferred income held at the end of the previous financial year has been recognised within the current financial year.



## 16 Unrestricted Funds as at March 2022

Unrestricted funds as at March 2022	Movement in Funds				Balance 31 March 2022 £'000
	Balance 31 March 2021 £'000	Incoming Resources £'000	Gains and transfers £'000	Expenditure £'000	
General funds	4,213	1,751	(713)	(726)	4,525
Fixed Assets fund	662	-	4	(48)	618
Property Improvement fund	150	-	-	-	150
Service Development Funds	325	-	500	(6)	819
Staff Contingency	548	-	209	(221)	536
	<b>5,898</b>	<b>1,751</b>	<b>-</b>	<b>(1,001)</b>	<b>6,648</b>

The general funds represent the free funds of the Charity, which are not designated for any particular purpose. The balance as at 31 March 2022 is: £4,525K (2021: £4,213k).

The fixed assets fund represents leasehold improvements of the Charity's offices used for charitable activities. The balance as at 31 March 2022 is £618k (2021: £662k).

Property improvements fund is a designated fund set aside for the purchase of our Head Office. This is for cyclical repairs and maintenance of the Head Office property. The balance as at 31 March 2022 is £150k (2021:£150k).

A Service development fund has been set up to enable the Charity to invest in the development of new service models, planned payment of liabilities and budget deficits. This is essential for the future of the Charity and is designated, so excluded from free reserves. The balance as at 31 March 2022 is £819k (2021: £325k).

## 16 Unrestricted Funds as at March 2021

Unrestricted funds as at March 2021	Movement in Funds				Balance 31 March 2021 £'000
	Balance 31 March 2020 £'000	Incoming Resources £'000	Gains and transfers £'000	Expenditure £'000	
General funds	2,378	1,778	551	(494)	4,213
Fixed Assets fund	706	-	-	(44)	662
Property Improvement fund	150	-	-	-	150
Service Development Funds	294	-	75	(44)	325
Staff Contingency	405	-	241	(98)	548
	<b>3,933</b>	<b>1,778</b>	<b>867</b>	<b>(680)</b>	<b>5,898</b>

## 17 Restricted Funds as at March 2022

Restricted funds as at March 2022	Movement in Funds				Balance 31 March 2022 £'000
	Balance 31 March 2021 £'000	Incoming Resources £'000	Gains/(losses) and transfers £'000	Expenditure £'000	
<b>Operational services</b>	9,459	32,615	-	(31,312)	10,762
<b>Other restricted funds:</b>					
New Day	(1)	175	-	(70)	104
Other Trust funds	94	413	-	(186)	321
Nora Henry Trust	11	46	-	(54)	3
Other Trust funds	303	230	-	(219)	314
Edith & W Morgan Mental Health	354	-	6	-	360
Other Trust funds	195	-	(143)	-	52
	956	864	(137)	(529)	1,154
<b>Restricted income funds</b>	<b>10,415</b>	<b>33,479</b>	<b>(137)</b>	<b>(31,841)</b>	<b>11,916</b>
<b>Pension scheme reserve</b>	<b>(13,971)</b>	<b>-</b>	<b>1,319</b>	<b>177</b>	<b>(12,475)</b>
<b>Total restricted funds including pension scheme reserve</b>	<b>(3,556)</b>	<b>33,479</b>	<b>1,182</b>	<b>(31,664)</b>	<b>(559)</b>

Restricted funds comprise two main elements:

**1. The unexpended income from Operational Services of £10,762k as at 31 March 2022 (2021: £9,459k)**

These restricted funds represent funded projects and services run by Family Action. The balance consists mainly of start-up funding on new projects not yet spent and funding to be carried forward as agreed with individual funders.

**2. Family Action administers endowed and non-endowed trust funds.**

It distributes this income in the form of grants to individuals. The unexpended income from the funds is carried forward under its restricted purpose.

This amounts to £1,154k as at March 2022 (of which £411k is held as investment in our portfolio) compared with £956k in 2021 (£549k in 2021 held as investment). Sufficient resources are held in an appropriate form to enable each fund to be applied in accordance with the restrictions imposed.

## 17 Restricted Funds as at March 2021

Restricted funds as at March 2021	Movement in Funds				Balance 31 March 2021 £'000
	Balance 31 March 2020 £'000	Incoming Resources £'000	Gains/(losses) and transfers £'000	Expenditure £'000	
<b>Operational services</b>	8,748	36,404	(867)	(34,826)	9,459
<b>Other restricted funds:</b>					
New Day	-	22	-	(23)	(1)
Other Trust funds	88	2,625	-	(2,619)	94
Nora Henry Trust	15	38	-	(42)	11
Other Trust funds	323	201	-	(221)	303
Edith & W Morgan Mental Health	303	-	51	-	354
Other Trust funds	167	-	28	-	195
	896	2,886	79	(2,905)	956
<b>Restricted income funds</b>	<b>9,644</b>	<b>39,290</b>	<b>(788)</b>	<b>(37,731)</b>	<b>10,415</b>
<b>Pension scheme reserve</b>	<b>(5,458)</b>	<b>-</b>	<b>(8,891)</b>	<b>378</b>	<b>(13,971)</b>
<b>Total restricted funds including pension scheme reserve</b>	<b>4,186</b>	<b>39,290</b>	<b>(9,679)</b>	<b>(37,353)</b>	<b>(3,556)</b>

## 18 Endowment Funds as at March 2022

	Charity Ref. Number	Balance 31 March 2021 £'000	Movement in Funds		Balance 31 March 2022 £'000
			Additions £'000	Expenditure and Unrealised Gains/(losses) £'000	
<b>Permanent endowments</b>					
Caterham Whyteleafe Trust	272724	768	-	10	778
Eleanor Ponsonby Trust	275060	1,231	-	16	1,247
FWA Greater London Relief in Need Charity	1006487	885	-	60	945
FWA National Relief in Need	231205	852	-	215	1,067
FWA Relief in Need Charity for the Aged	237118	1,028	-	14	1,042
FWA Relief in Sickness Charity	264713	386	-	345	731
Women's Holiday Fund	207455	987	-	13	1,000
Metropolitan Visiting and Relief Association	251586	390	-	5	395
Queen Adelaide Fund	207228	278	-	4	282
Bishop Andrews Charity	205288	129	-	2	131
Other funds (balances < £100,000)		448	-	(135)	313
		<b>7,382</b>	<b>-</b>	<b>549</b>	<b>7,931</b>
<b>Expendable endowments</b>					
Nora Henry Trust	313949	1,809	-	50	1,859
Fenton Trust	247552	652	-	(549)	103
Lamming Will Trust	216257	204	-	(69)	135
Alfred de Rothschild Trust	202225	328	-	(328)	-
Other funds (balances < £100,000)		138	-	631	769
		<b>3,131</b>	<b>-</b>	<b>(265)</b>	<b>2,866</b>
Total endowment funds		<b>10,513</b>	<b>-</b>	<b>284</b>	<b>10,797</b>

Family Action manages trust funds with or without endowments. These are permanent and expendable endowment trust funds. The general policy is not to spend the fund's capital even if permitted to do so within the terms of the trust deed. The capital is invested and income is disbursed. The trust deed specifies the purpose for which the income can be used.

The market value of the invested funds (including endowments) as at March 2022 is £11,207k compared with £11,061k in 2021. The increase in market value, which are unrealised gains, amounts to £146k compared with an increase in value in 2021 of £1,602k.

Family Action Trustees have established a grant allocation team to approve the disbursement of grants in line with the terms of the trusts. All unexpended income is held as restricted funds for the purpose specified.

Family Action presents investment management fees on endowment funds separately on the face of the SOFA but as these are linked to the movements in the value of the underlying investments, the costs and unrealised gains and losses reported in the year are combined under one column.

## 18 Endowment Funds as at March 2021

These funds are part of statutory funding in restricted funds	Project Ref. Number	Balance 31 March 2020 £'000	Movement in Funds		Balance 31 March 2021 £'000
			Additions £'000	Expenditure and Unrealised Gains/(losses) £'000	
<b>Permanent endowments</b>					
Caterham Whyteleafe Trust	272724	657	-	111	768
Eleanor Ponsonby Trust	275060	1,053	-	178	1,231
FWA Greater London Relief in Need Charity	1006487	757	-	128	885
FWA National Relief in Need	231205	729	-	123	852
FWA Relief in Need Charity for the Aged	237118	879	-	149	1,028
FWA Relief in Sickness Charity	264713	330	-	56	386
Women's Holiday Fund	207455	844	-	143	987
Metropolitan Visiting and Relief Association	251586	333	-	57	390
Queen Adelaide Fund	207228	238	-	40	278
Bishop Andrews Charity	205288	110	-	19	129
Other funds (balances < £100,000)		383	-	66	449
		<b>6,312</b>	<b>-</b>	<b>1,070</b>	<b>7,382</b>
<b>Expendable endowments</b>					
Nora Henry Trust	313949	1,547	-	262	1,809
Fenton Trust	247552	558	-	94	652
Lamming Will Trust	216257	175	-	29	204
Alfred de Rothschild Trust	202125	281	-	47	328
Other funds (balances < £100,000)		117	-	21	138
		<b>2,678</b>	<b>-</b>	<b>453</b>	<b>3,131</b>
Total endowment funds		<b>8,990</b>	<b>-</b>	<b>1,523</b>	<b>10,513</b>

Family Action manages trust funds with or without endowments. These are permanent and expendable endowment trust funds. The general policy is not to spend the fund's capital even if permitted to do so within the terms of the trust deed. The capital is invested and income is disbursed. The trust deed specifies the purpose for which the income can be used.

The market value of the invested funds as at March 2021 is £11,061k compared with £9,459k in 2020.

The increase in market value, which are unrealised gain, amounts to £1,602k compared with a decrease in value in 2020 of £1,146k.

Family Action Trustees have established a grant allocation team to approve the disbursement of grants in line with the terms of the trusts. All unexpended income is held as restricted funds for the purpose specified.

Family Action presents investment management fees on endowment funds separately on the face of the SOFA but as these are linked to the movements in the value of the underlying investments, the costs and unrealised gains and losses reported in the year are combined under one column.

## 19 Analysis of Net Assets between Funds as at 31 March 2022

Analysis of Net assets between funds as at 31 March 2022	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total Funds £'000
<b>Fund balances at 31 March 2022</b>				
Are represented by:				
Tangible fixed assets	4,754	-	-	4,754
Investments	-	410	10,797	11,207
Current assets	2,685	14,660	-	17,345
Current liabilities	(791)	(3,154)	-	(3,945)
Pension scheme deficit	-	(12,475)	-	(12,475)
<b>Total net assets</b>	<b>6,648</b>	<b>(559)</b>	<b>10,797</b>	<b>16,886</b>
<b>Unrealised gains included above:</b>				
Investment assets		(129)	1,090	961
<b>Total unrealised gains at 31 March 2022</b>		<b>(129)</b>	<b>1,090</b>	<b>961</b>

## Analysis of Net Assets between Funds as at 31 March 2021

Analysis of Net assets between funds as at 31 March 2021	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total Funds £'000
<b>Fund balances at 31 March 2021</b>				
Are represented by:				
Tangible fixed assets	4,587	-	-	4,587
Investments	-	548	10,513	11,061
Current assets	1,820	11,902	-	13,722
Current liabilities	(509)	(2,035)	-	(2,544)
Pension scheme deficit	-	(13,971)	-	(13,971)
<b>Total net assets</b>	<b>5,898</b>	<b>(3,556)</b>	<b>10,513</b>	<b>12,855</b>
<b>Unrealised gains included above:</b>				
Investment assets		(136)	1,007	871
<b>Total unrealised gains at 31 March 2021</b>		<b>(136)</b>	<b>1,007</b>	<b>871</b>

## 20 Leasing Commitments

At 31 March 2022 the charitable company had future minimum rentals payable under non-cancellable operating leases as detailed below:

	2022 Property £'000	2022 Other £'000	2021 Property £'000	2021 Other £'000
Minimum lease payments due within:				
- one year	449	45	440	44
- within two to five years	383	34	489	55
- over five years	14	-	18	-
	<b>846</b>	<b>79</b>	<b>947</b>	<b>99</b>

The Charity carefully manages its lease obligations to ensure that the lease terms closely match the length of service contracts and for non-service related properties that appropriate break clauses are in place to safeguard the Charity's resources.

## 21 Conduit Funds

Family Action manages and disburses funds on behalf of a number of organisations. These are held in separate bank accounts and subject to Family Action's internal controls and procedures to ensure that these assets are safeguarded. The value of these funds at 31 March 2022 is stated below:

	Balance 31 March 2021 £'000	Incoming Funds £'000	Outgoing Funds £'000	Balance 31 March 2022 £'000
Motor Insurance Bureau	46	-	(5)	41
Deputy and Trustee Services	35	-		35
CAMHS Alliance Fundholder	1,349	3,087	(3,438)	996
	<b>1,430</b>	<b>3,087</b>	<b>(3,443)</b>	<b>1,072</b>

Motor Insurance Bureau: Family Action acts as custodian trustee for minors in respect of awards made by the Motor Insurance Bureau. These funds are paid out to the individual benefactors on reaching the age of maturity.

Deputy and Trustee Services: The Head of Deputy and Trustee Services acts as deputy for people who do not have the capacity to manage their own financial affairs and undertakes the day to day management of their financial affairs in line with guidelines provided by the Office of the Public Guardian. During the year a majority of the clients were moved with orders from the court to firms of solicitors with only the accounts of deceased clients left. These will be resolved by the courts with balance on the accounts paid out accordingly.

CAMHS Alliance Fund Holder: Family Action are the Fund holder for City & Hackney Child and Adolescent Mental Health Service (CAMHS) Alliance. Family Action is responsible for payment of invoices on behalf of the alliance to various service providers commissioned by the NHS City & Hackney CCG.

## 22 Related Party Transactions

David Holmes, the CEO of Family Action, is the chair of Children England, a membership organisation to which Family Action is a member with £3,937 (2021: £3,750) annual subscription.

In April 2021, Brewin Dolphin completed the acquisition of Epoch Wealth Management, who were the adviser and investment managers for the Family Action investment portfolio. Siobhan Boylan, a trustee (Treasurer) on the Board of Family Action joined Brewin Dolphin as the Finance Director in March 2021. Prior to the acquisition, Siobhan rescinded her membership of the Investment Committee in line with our Governance Policy and Procedure. She retired as a Trustee in December 2021.

Dez Holmes, a trustee of Family Action, is also a member of the key management personnel of The Dartington Hall Trust which run Research in Practice, a membership organisation providing online resources supporting evidence-informed practice with children and families, young people and adults. A valuable professional online resource for all of Family Action staff. During the year, Family Action has an active membership subscription at a cost of £11,700 (2021: £10,370) per annum. This transaction was carried out at an arm's length basis.

Donations made by Trustees totalled £7.4k as at 31 March 2022 (2021: £5.6k). There are no other related party transactions to report.

## 23 Contingent Asset:

At the Balance Sheet date, the Charity was notified of a 10% beneficiary interest in the residual value of a legacy. An interim payment of 250k was received and recognised in the accounts. The final payment from the legacy has not been recognised due to the uncertainty of the total residual value of the legacy.

## 24 Post Balance Sheet Event:

In 2021 Family Action was notified of a potential legacy income. There is no executor as the law firm that drafted the will is no longer in business. Following the conclusion of the due diligence by a law firm, we now have confirmation of grant of probate. The value to Family Action, who is the only beneficiary is in the region of £570k and will be recognised as income in 22/23 accounts.



# Annual Report and Accounts of the service delivery activities on the Isle of Man for the year ended 31 March 2022

## 1. Family Support Service Overview:

The primary purpose of the Family Support Service is to provide timely, time limited, effective and targeted support to children with complex needs (CwCN) and additional needs (CwAN). The focus of the service is early help and support (EHaS) for children and families on the Isle of Man (IoM). All interventions are evidence-based and consist of a variety of support programmes that include 1:1 support for children, young people and their families, 1:1 parenting support in the family home and tailored emotional and practical support for families in need of hands on support. Family Support Workers deliver support in the family home, which enables them to see children's true lived experiences and gain a better understanding of how best to drive positive outcomes for the children and families on the IoM.

Table 1

Quarter	Period	EHaS referrals received	CwCN referrals received
			31
Q1	March –June 2021	50	37
Q2	July-September 2021	47	35
Q3	October-December 2021	54	30
Q4	January- March 2022	64	

Table 1 demonstrates that referrals are received on regular basis for both EHaS and CwCN support. Family Action accepted all referrals received, without a waiting a list in place. All families were contacted within 5 days of the referral being received and on average were supported over a period of 93 days (12-13-weeks).

Family Action prides itself on delivering evidence-based parenting programmes and interventions that include:

- Incredible Years Parenting Programme,
- Solihull Parenting Programme,
- Triple P Parenting Programme,
- ACE's Adult ACE Recovery Toolkit
- The Salford Graded Profile

## Outcomes:

The Family Star tool is used to measure the distance-travelled outcomes for each of the referred family and their children. Families are asked to score 7 of the Family Star domains that include Home and Money; Boundaries & behaviour; Family Routines; Physical Health; Emotional wellbeing; Keeping Children Safe and Education and Learning. Families are encouraged to be open and honest during the Family Star session, so that the right support can be offered to them during the 12-week intervention. Families are encouraged to review their Family Star scores at the 6-week and 12-point to help them see how far they have come and the positive changes they have achieved.

## Feedback:

Family Action seeks feedback on a regular basis. Families are contacted after 12-weeks of the intervention and then again 6 weeks after the interventions have finished. This helps to determine if our interventions are successful, and if families are able to sustain changes.

Examples of feedback received include:

**"There's a lot of changes that happened. I was able to see what needed to happen and how to get there. It really made a difference to our home".**

**"It was like I finally had someone to talk to where I wasn't being judged and they were really there for me".**

**"It was quite interesting how the scores increased as we did the work, good to see it was working and it's still good now".**

**We still use the jewels of advice that Sammy gave us and we talk about her and her approaches. A mentions her and has recently said "I might write things in my diary, like Sammy says" which shows it worked and he took it in.**

**I can't praise you enough, I tell everyone and anyone about you guys, you are lifesavers".**

## 2. Supervised Contact Centre:

The purpose of the service is to provide the looked after children with a safe environment where their emotional and physical safety needs are met during contact with their birth families. SCC will help parents to maintain positive relationships with their children whilst they reside with family members, foster carers or in residential care. Any harmful and abusive contact is to be recognised, reported and steps are to be taken to reduce or remove such harm or abuse.

Supervised Contact Centre is required to deliver up to 90 hours of face-to-face contact sessions per week. All referrals to contact centre are issued by the Local Authority, Manx Care. Referrals for private contacts are not authorised.

Table 2 demonstrates the volume of contacts between Q1 and Q4 2021-22. In the context of the continuing Covid-19 pandemic we are pleased to note that sessions have increased in the first quarter of 2022 with an average of weekly hours of 65.5. Although there is still capacity in the service to accept new referrals, the service is now supervising a high volume of contact sessions between birth Mothers and their new-born babies that are having sessions on a daily basis. The purpose of daily contacts is to help birth Mothers to sustain their relationship with their babies, build attachment and where needed encourage breastfeeding. SCC delivers sessions across 6-days, including Saturdays.

**Table 2**

Quarter	Period	Hours delivered (per week)
Q1	March –June 2021	41
Q2	July-September 2021	55
Q3	October-December 2021	41
Q4	January- March 2022	66.5

### Feedback:

We continue to encourage families in the SCC to give us feedback about the service so we can keep improving it. Families prefer to feed back to us about their experience of the child's social worker, court process or their issues with services such as mental health or the Drug and Alcohol Service (DAT).



# List of Supporters 2021-2022

**We'd like to thank everyone that has fundraised, donated and volunteered for Family Action in 2021/2022, including:**

Action Together  
Advantage Resourcing  
AllBright  
Alumwell Junior School  
Arc Group London Ltd  
Arnold Clark Community Fund  
Astute Technical Recruitment  
Barclays  
Baringa Partners  
BBC Children in Need  
Betty Messenger Charitable Foundation  
Big Fish Design Ltd  
Birmingham Education Partnership  
BlackRock  
Blagrove Trust  
Bloomberg  
Bolton CVS  
Brampton Charitable Trust  
Brian Mitchell Charitable Settlement  
Buntingford Community  
Burgess Salmon Charitable Trust  
C B and H H Taylor 1984 Trust  
Card Factory Foundation  
Cardiff Third Sector Council  
Carnsight Communications  
Central England Co-operative  
CFC Underwriting  
Christie & Co  
Clyde and Co  
Co-operative Group Limited (Co-op)  
County Durham Community Foundation  
CuRx Health / VR Baby  
Davies Foundation  
Davis Rubens Charitable Trust  
DC Advisory  
Ecclesbourne School  
Echospace Ltd  
Edinburgh Trust No.2 Account  
Energy Saving Trust  
EQ Credit Services  
Esmee Fairbairn Foundation  
F & P C Scotto Charitable Trust  
FareShare  
Feeding Bristol  
Feeding Britain  
Forever Green Gardening Services Ltd  
Four Acre Trust  
Fowler Smith and Jones Trust  
G M Morrison Charitable Trust  
Gilead Sciences Ltd  
Greater London Authority (GLA)  
Greggs Foundation  
Hadrian Trust  
Halbard Charitable Trust  
Horseforth Featherbank Primary School  
HSBC  
Huntress  
Imperial Society of Knights Bachelor  
John Horniman's Children's Trust  
KIDLY  
KPMG Foundation  
LexisNexis Risk Solutions  
LV= General Insurance  
Mace Interiors Ltd  
Manchester Airport plc  
Marsh Charitable Trust  
Meals & More (Brakes)  
MIMI & LULA  
Mizkan  
MoMark  
Monks & Crane Limited  
Morris Charitable Trust  
National Lottery Community Fund  
Navigation Partners Ltd  
NewDay  
NHS England  
Norfolk Community Foundation  
Oakleaf Partnership  
Orangetheory  
Phoenix Resourcing Services Ltd  
Places for People  
PRA Group (UK) Limited  
Prince Philip Trust Fund  
Procurement Hub  
RBWM Achieving for Children  
Red Letter Days  
Redmaids High School  
Richard James Estate Agents  
Rochdale Foodbank  
Saffery Champness  
Selwood Limited  
Semafone  
Sir John Sumner's Trust  
Sotheby's  
Southend Association of Voluntary Services (SAVS)  
Specsavers Optical Superstores  
Sport England  
St Giles-in-the-Fields and William Shelton Educational Charity  
St John's Foundation  
Stephen Austin & Sons Ltd  
Tedi-london  
Tesco Bags of Help  
Tesco Community Grants  
TESCO TEST  
The Alfred Haines Charitable Trust  
The Bergne-Coupland Charity  
The Charity Service  
The Edward Cadbury Charitable Trust  
The Eveson Charitable Trust  
The Florence Turner Trust  
The Forest Hill Charitable Trust  
The Geoffrey Watling Charity  
The George A Moore Foundation  
The Grace Trust  
The Hampstead Wells and Campden Trust  
The J Reginald Corah Foundation  
The Liz And Terry Bramall Foundation  
The Mercers' Company  
The One Off  
The PR Office  
The ROSCA Trust  
The Royal Exchange  
The Saintbury Trust  
The Scots Guards  
The Sir Jeremiah Colman Gift Trust  
The Vandervell Foundation  
The Webb Family Charitable Trust  
The White Oak Charitable Trust  
The Zochonis Charitable Trust  
TLA WorldWide  
Two Magpies Fund  
TY Danjuma Family Office Ltd  
UK Export Finance  
Unity in Poverty Action  
Upstairs Downstairs  
Vintage Equestrian Jewellery  
Waitrose Limited  
Walton Primary Academy  
Worshipful Company of Cordwainers  
Wythenshawe Community Housing Group

**Family Action is a charity committed to building stronger families and brighter lives.**

**We provide innovative and effective services and support to many of the UK's most vulnerable people, helping individuals and communities address the challenges they face through practical, emotional and financial support.**



Patron: HRH The Princess of Wales.  
Chair: Mary Fulton.  
Chief Executive: David Holmes CBE  
Vice Patrons: Christine Davies CBE. Dr Andrew McCulloch. Dame Denise Platt DBE.  
Katie Vanneck-Smith. Professor Harriet Ward CBE.

Family Action Head Office  
34 Wharf Road  
London  
N1 7GR

Registered as a Charity in England & Wales no: 264713.  
Registered as a Charity in the Isle of Man no: 1206.  
Registered Company Limited by Guarantee in England and Wales: 01068186.

**T: 020 7254 6251**  
**[www.family-action.org.uk](http://www.family-action.org.uk)**  
**[info@family-action.org.uk](mailto:info@family-action.org.uk)**