

**FAMILY FRIENDS IN WINDSOR AND MAIDENHEAD**  
**(A company limited by guarantee)**

**REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2017**

Charity Registration Number: 1141145

Company Number: 07462399

**REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2017**

---

<b>Contents</b>	<b>Pages</b>
Trustees' report	2 - 15
Independent Examiner's report	16
Statement of financial activities	17
Balance sheet	18
Notes to the accounts	19-25
Appendix 1: Organisational Structure April 2016	26
Appendix 2: Organisational Structure April 2017	27

**REFERENCE AND ADMINISTRATIVE INFORMATION**

**FOR THE YEAR ENDED 31 MARCH 2017**

---

**REFERENCE AND ADMINISTRATIVE INFORMATION**

<b>Directors</b>	Simon Foy (Chair) Pat Lakovic Dianne Fletcher Judith Littlewood Janet Rose Helga Zink Helen Meanwell Eram Dodhy Richard Germain George Fussey
<b>Chief Executive</b>	Jane Drapkin
<b>Registered Office</b>	The Lawns Nursery School Imperial Road Windsor SL4 3RU
<b>Charity Registration number</b>	1141145
<b>Company Registration number</b>	07462399
<b>Independent Examiner</b>	Kathryn Burton haysmacintyre 26 Red Lion Square London WC1R 4AG

## TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2017

---

Family Friends is a charity that provides an early help service to families with children aged 13 and under living in the Royal Borough of Windsor and Maidenhead. In order to satisfy the 'public benefit' requirement that is required of us by the Charities Act 2011

- We have a dedicated team of professionals and volunteers who are committed to ensure that families receive the best possible assistance to address their particular needs.
- We provide two core services – a family support service supporting children and parents either on a 1-1 basis or in groups and a service where fully inducted volunteers support families in their homes.
- Our services are free and are offered unconditionally to any family whose needs satisfy our service provision criteria

**1. Objectives and activities:****1.1 Objectives:**

Family Friends is a small charity, set up in 1995, based in the Royal Borough of Windsor and Maidenhead. As a registered charity and company limited by guarantee, our primary objective as stated in our Articles is: "to preserve the good physical and mental health of the public, in particular those resident in the Royal Borough of Windsor and Maidenhead, with particular regard to families, through the provision of practical and emotional support to families in need."

For most of the year we aimed to achieve our objective through the implementation of two key projects – the Department for Education funded Innovation Project and the BBC Children in Need Asian Families and Fathers project, and the ongoing delivery of our core Family Support Work and Volunteer Service. Each of these projects and sets of activities is discussed in more detail below.

**1.2 Activities:****1.2.1 Social Care Innovation Programme (SCI):**

This year saw the second year of implementation of the Innovation Project, a two year project funded by the Department for Education, working in partnership with the Local Authority, to pilot innovative ways of delivering early help support to two communities considered 'hard to reach' – Army families living in Windsor and the Pakistani community in Maidenhead.

A key focus of the project was to test out a model of social workers working alongside Family Friends as a voluntary sector organisation to work with families before they might need statutory support. This model was implemented through until June 2016, by which time all the social workers involved had left the project.

After this, the project has focused on different ways to pilot innovative ways of working. These included incorporating cultural values into family support work with Pakistani families, and engaging in community outreach work with Army families.

An external evaluation was carried out by The Institute of Public Care at Oxford Brookes University culminating in a report that was completed in December 2016 titled 'Culturally attuned family support in the Royal Borough of Windsor and Maidenhead.' A copy of the report can be downloaded from: <https://www.gov.uk/government/publications/family-support-windsor-and-maidenhead-innovation-programme>

The evaluation found that although, due to the early departure of the social workers from the project, there was insufficient data to evidence the impact of social workers working with us to deliver early help support. The project had been a success in terms of providing early help support to families in these hard to reach communities. The key factors behind this success were the provision of culturally attuned services; building trust through regular attendance at community events (either ones organised by the project or events already taking place in the community); and a

**TRUSTEES' REPORT****FOR THE YEAR ENDED 31 MARCH 2017**

---

funding model that enabled the project the flexibility to provide services to families depending on their needs, not just deliver a pre-determined specific set of activities that the funder had agreed to.

The specific activities that were carried out under the Innovation Project this year were:

- Weekly Chai group
- Attending the weekly community activity morning at Broom Farm
- Delivery of 'Lite Bites' Taster sessions
- A range of community events for each community
- Focused 1:1 work with families
- Group support for adults and for children for each community.

Towards the end of the year, we developed an exit strategy for the project that would enable us to continue working with both the communities involved in a way that fits more closely with our core work and areas of expertise and would be sustainable once the DfE grant ended. Therefore during the last quarter of the year we opened up our core services to families from these communities, encouraging them to access any of our family support and volunteer services, whilst also opening up some of the services we had delivered solely to these communities to other families, for example encouraging non army families to attend the community activity morning and Lite Bites sessions.

We also focused on empowering the communities themselves to take ownership of some of the activities, in particular the weekly Chai group run for ladies from the Pakistani community.

Although the project itself ended in March 2017 there was a significant underspend on the grant, for which we gained approval to carry over into FY1718. This enabled us to continue the process of embedding the learning from the project into our core work, for example adjustments we might need to make to some of our services to ensure they are culturally attuned to the needs of Pakistani or Army families, as well as to continue to provide some bespoke services for these communities. These activities will be reported on in the FY1718 annual report.

**1.2.2 BBC 'Children in Need' Project:**

This year saw the second year of implementation of our BBC Children in Need Funded 'Asian Fathers and Families Project.'

This project aims to make a difference in three areas:

- Improved relationships between children and parents from minority ethnic communities, with a particular emphasis on children and their fathers;
- Improved access to culturally appropriate activities for minority ethnic children and families;
- Improved self-esteem in children from minority ethnic families.

Our Family Support Worker dedicated to this project carried out a range of activities in order to achieve these aims, including:

- Dads and Lads swimming
- Art workshop
- Knitting Group
- Dads and Children kickboxing
- Young Mums Parenting Group
- Bullying and wellbeing workshops for parents and for children
- Soccer School
- 1:1 work with parents and children

**TRUSTEES' REPORT**

**FOR THE YEAR ENDED 31 MARCH 2017**

---

**1.2.3 Family Support Work**

We continued to deliver 1:1 and group support to parents and children, including delivering:

- Three anxiety courses to children
- Two PICADA courses (positive intervention for children affected by domestic abuse)
- Two ADHD parent factor courses (for parents of children diagnosed with ADHD.)
- Two Triple P Parenting courses to the parents of children attending Alexander First School (predominantly Army families.)
- 1:1 work with children on issues such as low self-esteem, anger management, separation and anxiety, school transition issues, bullying, bereavement, challenging behaviour and much more.

**1.2.4 Volunteer Service**

Our cohort of 36 volunteers continued to deliver support to families in the home, generally visiting the family for two hours a week over a period of 6- 12 weeks. The exact role of the Volunteer will vary depending on the needs of the family, and can range from a listening ear for a parent experiencing post-natal depression to providing hands-on practical support to help a parent with young children physically to get out of the house and out and about within their community.

**2 Achievements and Performance:**

**2.1 Families & Children Supported during the year:**

<b>Activities</b>	<b>Number of Families</b>
Family Support Work	120
Volunteer Service	52
Innovation Project (SCI)	
Windsor	24
Maidenhead	34
Children in Need/Asian Families and Fathers project	55
<b>Total</b>	<b>285</b>

The Innovation and Children in Need projects also delivered a range of other activities:

- Windsor Innovation hub supported 51 different families at the Broom Farm Activity morning, 22 different parents (65 attendances) at Lite Bites sessions, and 274 attendances at Community events.
- Maidenhead Innovation hub supported 39 different families at the Chai group and 375 attendances at Community events.
- The Children in Need Asian Families project ran one-off group activities for an additional 60 adults and 230 children.

Our referral route breaks down as follows:

## TRUSTEES' REPORT

## FOR THE YEAR ENDED 31 MARCH 2017

- Self-referrals – 27% (last year 33%)
- Health – 24% (last year 23%)
- Other – 19% (last year 18%)
- Education – 20% (last year 16%)
- Social care – 10% (last year 10%)

**2.2 Performance:**

We capture the impact that we have for every family that we work with on a 1:1 basis and for our targeted group work using an evaluation wheel. Parents and children select the emotional wellbeing categories that are most applicable to them and identify for themselves where they are on the wheel for each of these areas at the start of our support and at the end. We also collect anecdotal feedback, and where we have worked with children we will often also gather feedback from the parent on the changes they have noticed in their child as a result of our work with them.

Over the course of the year, 71% of the children we worked with reported that emotional well-being was their primary need, and the remaining 29% gave safety as their primary need.

For adults, the figures were 94% emotional well-being, and 6% physical well-being.

During the year the families that our Family Support Workers supported moved an average of 2.5 levels out of a possible 5 levels, using our outcomes wheel framework. Families supported by volunteers moved an average of 1.75 levels out of a possible 5 levels.

Below are examples of feedback from parents and children.

- “I thought that there was no way that I would do a parenting course because I didn’t want to be told by a stranger all the things that I was doing wrong but after being on the course it’s just about seeing things in a different way and it makes you feel better about what you’re doing. Go on the course yourself even though it’s out of your comfort zone.”
- “Listening to other parents was very informative. Also I gained a better understanding of what it is like for the child by watching the video and doing the box making (or “not making” in my case) exercise. I cannot commend you and Jane highly enough for your outstanding knowledge and understanding of ADHD and behavioural issues. You are both so professional and unbelievably patient. Thank you”.
- From a school: “The group has definitely been beneficial to this pupil. He was very positive about attending the course and we believe that it has had a beneficial effect on his behaviour. He has been very settled in school since the course. Mum also gave us very positive feedback about the course. We believe that this course came at a very good time for this pupil and are very grateful that it was available for a child who was so in need of some work around what he has witnessed in the past.”
- “I learnt how to understand the hurting in my family, not to bottle up feelings”.
- One parent, whose child had been given individual support by Family Friends, said: “It has definitely made a difference, the service has been brilliant for him. He is not so angry, a lot calmer and more patient. He seems more mature than he was. I felt relieved that he was able to see you and speak to you and it has helped me knowing that he was seeing you. We had been through a bad patch on and off. It would have been desperate without the support. He hasn’t said any more about harming himself since seeing you. A big thank you.”
- “Group has been very helpful for my daughter. She is coming out of herself more.”
- One parent explained how the volunteer service had aided them. She said: “Family Friends support helped me a lot, it really did - it helped me sort things out and get me back on my feet. They helped me to get rid of stuff in the house while I had small baby. I reclaimed my living room and children's bedroom.

**TRUSTEES' REPORT****FOR THE YEAR ENDED 31 MARCH 2017**

---

- “I am really happy, full of energy (even though my baby is still not sleeping great) and I have lost two stone in weight. I have better mental clarity too and my mental health is improving.”

This is an admirable testament to the hard work and dedication of staff and volunteers within Family Friends.

Beyond the impact on the individual child, parent and family, we receive ad hoc feedback from other stakeholders and service providers as to the impact of our work. For example we often work closely with the school when we are providing 1:1 support to a child, and receive feedback that the child is engaging more in class of playing more with friends in the playground. These types of impact, although small, can be critical in a child's development.

Although we are very proud of the impact our work has for families, we are also aware that many families have more complex needs than we can address. We have noticed that progressively over the past few years more families come to us with multiple needs, and therefore increasingly we might be only one of a number of service providers working with the family. Part of our role is therefore often to liaise closely with other organisations to ensure the best possible outcomes for the family.

The increased complexity of needs that families present with can also mean that we spend longer working with a family in order to reach the goals the families want to achieve.

### **2.3 Links with the local partners, agencies and community:**

With the ending of the commissioning grant in March 2016, our relationship with RBWM focused in the early part of the year on the implementation of the Innovation project. The arrival of our new CEO coincided with the final six months of this project, and the relationship with the Local Authority evolved into planning the exit strategy for the project and establishing the basis for our partnership going forwards. At the same time, the Local Authority announced that they were making preparations for Children's Services to go into partnership with a Community Interest Company, Achieving for Children, during FY1718. This meant that some decisions regarding commissioning and what partnership with Family Friends would look like were delayed until after this transition had taken place.

Key to the success of the Innovation Project has been the partnerships that we have developed. Building on the successful relationships developed in year one, through this project we have continued to bring together partner agencies and community groups. Particular successes have been working with the Public Health team to bring members of the Asian community to an event they hosted on 'Assisted Living', enabling them to access families from this community that they would otherwise not have reached. Another notable success was hosting a conference in the Town Hall on Domestic Violence for the Asian community, something that would have been unthinkable without the level of partnership working and trust between the project and the community.

With the Army community we continued to work in close partnership with the welfare teams of the Household Cavalry, Coldstream Guards, Army Welfare and the HIVE. We were also able to open up access to this community for other service providers and partners through our Lite Bites sessions, and have worked with army families to enable them to access other services in the community, for example attending family events at the library and at a local Church café.

We have also continued to support outreach work run by other organisations, such as the lantern parade run by Norden Farm Arts Centre, supporting families to get involved that would not otherwise take part in this type of event,

We continued strengthening our relationships with Children's Centres, in particular Riverside, Poppies and the Lawns, and actively took part in coordination and strategic meetings coordinated by RBWM and the CCG, including the Domestic Abuse Strategy Group, the Local Safeguarding Children's Board, the Early Help for Children strategy group the weekly Early Help Hub meetings and the CCG Child and Adolescent Health Transformation Strategy group meeting.

Our core Family Support Work and Volunteer Service continues to receive referrals from a range of sources demonstrating the good relationships we have and the credibility with which they view our services. These include health visitors, schools, CAMHS (child and adolescent mental health services,) social care and GP surgeries. In order to deliver the best possible service to the families that we support we also work closely with a number of other



**TRUSTEES' REPORT****FOR THE YEAR ENDED 31 MARCH 2017**

---

voluntary sector organisations, in particular DASH, East to West and Young Carers who we jointly delivered workshops with or shared referrals so that families could receive additional support.

On the fundraising side, we have continued to develop strong relationships with a number of local trusts and foundations, many of whom provided us with grants during the year and are listed in note 2 of the annual accounts. We are also firmly on the map for local events, with the organisers of fairs, events, carol concerts and other community fundraising events regularly contacting us to seek our involvement.

Our Community Enterprise has continued to advise us in identifying potential bids and assisting with some of the bids we have made. We are grateful to them for their partnership and support.

**3 Financial review:****3.1 Financial report:**

Family Friends generated a surplus of £32,076 in 2017 (2016: £161,434) resulting in total retained funds of £312,918 at 31 March 2017.

This surplus was mainly due to Family Friends, for operational reasons, being unable to spend the full SCI grant before the project ended on 31 March 2017. Therefore, knowing well in advance of this date that we would be unable to spend the full amount of the original grant, our partner in this project, the Royal Borough of Windsor and Maidenhead, agreed that we could carry forward any unspent funds into 2017–18 as long as we retained some staff to continue working with the two principal target groups i.e. Army families in Windsor and Pakistani families in Maidenhead.

Our total income for the year was £426,405, which includes £274,532 for the SCI. We generated unrestricted funds of £20,266 through a combination of donations from various local trusts and foundations, some fundraising activities and bank account interest. In the future, it will be most important to raise a considerably higher proportion of our income from unrestricted funds to cover the cost of our overheads as it becomes ever more expensive to manage a charity of our size in accordance with Charity Commission, company law and employment legislation requirements.

Total expenditure for the year was £394,329. Our employment expenses have increased compared to last year as in August 2016, nearly all our employees joined our company pension scheme, provided by The People's Pension, and managed for us by our payroll provider, Pink Accounting services Ltd. In accordance with pension legislation, we make a contribution of 1% of the individual's qualifying earnings towards their pension 'pot'. This employer percentage will increase further – in April 2018 to a minimum of 2% and then in April 2019 to a minimum of 3% of qualifying earnings.

Family Friends reserves policy is as follows:

- To ensure that in the event of inadequate funding Family Friends is able to continue its commitment to its current clients and employees until such time as it has had the opportunity to review the viability to operate and to continue, a provision for ongoing activities equivalent to operating costs of at least 4 months and a maximum of 12 months (or as determined by the Treasurer) will exist.
- This provision will be held in a separate account to that for excess operational funds and any payments into or withdrawals from this account will require prior approval by the Board of Trustees.
- This provision will be reviewed with the annual accounts and if necessary, more frequently.
- As a last resort, if it becomes necessary to shut down operations, Family Friends will use the provision to pay redundancy entitlements and any other debts.
- Any surplus will be used for charitable purposes in the Borough unless a donor has allocated funding for a particular purpose.

**TRUSTEES' REPORT****FOR THE YEAR ENDED 31 MARCH 2017**

---

The Board's decision has been to retain the funds held as designated funds (reserves) at £130,000. These funds were considered sufficient to pay the operational and other costs associated with the closure of the charity for at least 4 months (should this ever become a reality).

The reserves level is reviewed annually, and at the July 2017 Board meeting the decision was taken to reduce this amount to £120,000 reflecting the reduced operating costs of the charity. This sum equates to four months of our total costs, and is therefore our target level for reserves.

The Board does not anticipate any concerns relating to the charity's financial future in 2017-18. It has approved the appointment of a full time Fundraiser / PR Executive specifically to develop and implement strategies and actions to support the charity's long term financial sustainability.

During the year, there were no restricted funds which were materially in deficit. Where we were unable to comply with specific requirements of any restricted grant, Family Friends has liaised with the donor and both parties have been able to agree changes to how the funds are used.

The new CEO, Jane Drapkin, joined the organisation in September 2016 and identified some key changes that are necessary to comply with the stricter financial reporting now required by the Charity Commission and to improve our financial transparency and accountability. To this end, we have tightened up our in-house financial transactional controls and processes and implemented a zero tolerance culture and environment in relation to fraud. These specific steps will help to provide more effective management of restricted income and will also act to prevent any future potential occurrences of fraud.

Pink Accounting has continued to support us with our monthly accounts. During the year they advised us that we should seek the services of a specialist charity accounting firm to prepare our year end accounts and carry out the Independent Examination as they were not specialists in this area. We selected the accountancy company Hays MacIntyre to carry out these tasks.

The Finance Committee has met regularly throughout the year. Thanks are due for the support of both Pat Lakovic as Chair and Eram Dhody for supporting her in this role, as well as the energy and efforts of our CEO in supporting and developing this process.

Family Friends does not have a qualified accountant as a Board Trustee. In February 2017, the Board agreed to the appointment of a part-time finance professional to support the Chief Executive (renamed from Head of Services in March 2017) in carrying out all routine finance functions and to work with this role and the Service Lead (renamed from Family Support Work Lead in March 2017) and their teams on the preparation of new grant bids and on the provision of monitoring reports to existing and future funders. This is the financial controller function as described in a later paragraph.

The above report has been prepared in accordance with the special provisions in part 15 of the Companies Act 2006.

Our full year end accounts for 2016-17 and the Independent Examiner's Report are shown in the subsequent section of this report.

**3.1 Donations received:**

In addition to income that is shown from donations and legacies, during the course of the year we received significant (£500 or more) donations (under both gift aid and non-gift aid transactions) from the following:

- Best Parties Ever (Windsor Racecourse)
- First Church of Christ Saints
- Kerith Community Church
- Medina Dairies
- Tesco's Mobile

**TRUSTEES' REPORT****FOR THE YEAR ENDED 31 MARCH 2017**

- The Book Club (Centrica Book Sales)
- Voices Anon
- Waitrose

In addition a wide range and number of individuals have donated smaller amounts to us, as well a number of community events who donate some or all of their proceeds to support our work. We were supported in this way by: Cookham Dean Fete, Cox Green School 6<sup>th</sup> Form, Craft Coop, Eton Wick Carol Concert, GR8 Windsor Runners, Reid Office Supplies, Rotary Club of Langley and Iver, TSB Bank Ascot, Voci Choir, Woodlands Park Methodist Church. In addition a number of individual have made regular monthly contributions to us. Each and every one of them is gratefully received. People, associations and organisations working within our community are vitally important to our ethos and ambition as a charity.

**4. Plans for the Future.****4.1 Issues to be addressed:**

A number of issues have emerged during the year that has given us cause for reflection as we look to the future. The environment around charities and the third sector generally is changing significantly. Financial pressure on the statutory sector has meant that we (along with many other charities of our size) are increasingly seen as a source and provider of services that cannot any longer be provided by Local and Health authorities. Whilst this is in many ways an opportunity, potential partnerships are becoming more complex in that they are looking for flexibility, innovation and value for money. At the same time potential funders are also looking for clear evidence of what has been achieved by their donation. All of this represents a demand on our ability as a charity to be able to be very focussed about what we do and how we can make a difference. It is anticipated that during the forthcoming year the following matters will be addressed:

- Building on lessons learnt from the SCI Innovation Project – given that this was a significant part of our work over the past two years, it is vital that we make the most of and build on the lessons learnt within this project. This is of particular relevance when we look at how we are able to operate within hard to reach communities.
- It will be a matter of considerable importance to our financial sustainability that we wherever possible diversify our income streams and particularly build up our unrestricted income. The decision to make the fundraiser and PR Exec post full time rather than 50% will in our view help us to achieve this.
- We will seek to increase the number of volunteers that we work with and widen where possible the type and nature of the work that they do. Making our volunteer coordinator a full time post will help us to support and increase the impact of this vital and important group.
- In order to be able to articulate what we do and specifically how we can add value where we work, we will need to improve our data collection processes to ensure consistency across all of our activities, and to systematically capture the wider impact of our work beyond the impact on the family themselves
- Further enhance our information gathering and storage to ensure we are GDPR compliant by May 2018
- Developing new three year strategy to set the direction until 2020
- Strengthening Board Governance including recruiting new Trustees

**5. Structure, Governance and Management:****5.1 Business Plan:**

At the beginning of 2016/17 the Board reviewed its business plan for the two year period 2016 – 2018. The purpose of this process was to ensure that the Charity was in a position to face the challenges that it would face in the future. Within this plan were five major headings which were intended to provide the strategic focus and ambition for the Charity going forward in the year ahead. These were as follows:

- Maintain our financial stability and diversify our income stream

**TRUSTEES' REPORT****FOR THE YEAR ENDED 31 MARCH 2017**

- Supporting our staff and volunteers to thrive
- Communicate our 'why' and demonstrate excellence in evidencing the impact and difference we make
- Develop, innovative, sustainable and high quality services
- Strengthen Board Governance

Following her arrival in September 2016, our CEO began the process of looking critically at all levels of the organisation, taking into account a number of the significant issues and risks that the Charity was facing. Over a period of detailed and extensive meetings with the Board through January to March 2017, the following steps have been approved by the Board for action and implementation:

- A restructure of roles and revised governance arrangements (commenced as described in earlier paragraph above)
- Activity to establish a clear understanding and involvement of the whole team as to what Family Friends does and it's potential to deliver in the future
- Integration of the team into the coordination of fundraising bids and activities to deliver them.
- Steps to increase the awareness and understanding of Family Friends amongst local communities and stakeholders.
- Clear and improved links between income, spending and activity.

These objectives were set to begin in January 2017, and a number of practical steps had been taken within the reporting period of this report – up to 31 March 2017. The report for the full year 2017/18 will give the overall detail and outcomes of the steps taken. The Board is however confident that:

- The matters being addressed will ensure that the Charity can deal with the challenges it (and many others of similar size) face in the future.
- It has a CEO of sufficient drive and skill to deliver this plan, supported by a skilled and committed team.
- That the activities relate to the overall ambition of the business plan
- That the renewed Board structure and membership will integrate into and drive the direction of the charity.

**5.2 Board Membership:**

The following shown below have held office as trustees during the whole period from 1/4/16 and 31/3/17:

- Patricia Lakovic
- Diane Fletcher
- Janet Rose
- Judith Littlewood
- Helga Zink
- Eram Dodhy
- Helen Meanwell
- Simon Foy
- Richard Germaine
- George Fussey
- Charles Hollingsworth (non-voting trustee)

Diane Fletcher stood down on 3rd July 2017

Judith Littlewood stood down on 30th August 2017

Pat Lakovic stood down on 19th May 2017.

On 13th September 2017 Ross Feeney and Jo Croft accepted offers to become a Trustee and Treasurer respectively. On 14th September Janice Miller accepted the offer to become Vice-Chair. (All three will be elected to the Board at our AGM on 10th October.)

All three trustees will receive a full induction including meetings with the Chair and the Chief Executive, introductions to the team and a Board away day.

**TRUSTEES' REPORT****FOR THE YEAR ENDED 31 MARCH 2017**

---

**5.3 Governance arrangements:**

Simon Foy has been Chair of the Board of Trustees since December 2014. His predecessor, Pat Lakovic has continued as an active and committed trustee and performs the vital role of chairing the finance subcommittee. Pat will however be leaving the Charity at the AGM. Her endless energy and commitment to the Charity will be greatly missed.

The Board has met on six occasions during the year and has had to devote considerable care and consideration as Family Friends continues to develop the way that it works – particularly with other partner agencies. The Board has on occasion utilised a system of electronic voting on Board matters, and papers and policies are circulated and stored electronically for easy reference.

The Board also currently has two functioning sub committees. The finance committee has oversight on behalf of the Board of financial issues. The fundraising and PR committee has supported fundraising activities and events over the year. In addition two suitably qualified trustees have provided more detailed advice and support to the CEO on matters relating to professional practise and safeguarding.

The Board is drawn from a wide range of experience and background and is confident that it has the experience and acumen to enable it to discharge its duties towards the charity. The Board has however committed itself during 2017/18 to recruiting a number of additional trustees – and specifically those with experience and background of leadership and fundraising within the charity sector, as well as safeguarding knowledge and experience. In addition a role of vice chair will also be created. At the time of writing this report – the recruitment process is underway. This work will support one of the strands of activity that is set out in an earlier section, and was a specific objective to the Business plan that was agreed for 2016-18.

During the latter part of the year, three trustees have resigned from their positions on the Board (on the dates shown) with effect from the time of the AGM in September 2017. Judith Littlewood (30/8/2017) had been a long standing trustee – and had been so for over 10 years. Her commitment and support to Family Friends has been considerable over these many years. Dianne Fletcher (3/7/2017) has also left, having given the benefit of her considerable professional experience and advice to family Friends. Pat Lakovic (19/5/2017), has been referred to (and recognised) in an earlier paragraph. Catherine Hollingsworth had left the Board at the occasion of the AGM in July 2016. The Board recognises the work done by all of these Trustees and for their dedication to and support for the Charity.

On 13/9/2017, following a two day selection process, Ross Feeney and Jo Croft accepted offers as Trustee and Treasurer respectively. On 14/7/2017 Janice Miller accepted an offer to become Vice Chair. All three will be proposed for election at the time of our AGM,

The arrival of the new cohort of trustees is in accordance with our stated objective of strengthening our governance mechanisms, and recruiting trustees with specific skills that are necessary to address our needs for the future. The new trustees will be fully inducted into the organisation, and the Board will shortly engage in a formal away day to establish and formalise the revised governance arrangements.

**5.4 Staffing:**

At the start of the year we had 14 staff (6 full time, 8 part time) plus a Learning and Evaluation Lead consultant and one post unfilled due to maternity leave.

At the end of FY1617 Family Friends had a complement of ten staff members, four full time, six part time, plus an unfilled post of Fundraiser and PR Executive. Our organisational structure as of April 2016 is shown as **Appendix 1**. Our current structure, which we began to work towards from September 2016, is shown as **Appendix 2**. The reasons and background for this development is explained in more detail below.

Family Friends is also very proud of its team of volunteers who work with dedication and devotion to achieve our key objectives. We have had a compliment of 36 active volunteers during the year.

During the year there were a number of changes in key personnel:

**TRUSTEES' REPORT**

**FOR THE YEAR ENDED 31 MARCH 2017**

Catherine Burns had worked with huge energy and dedication since her appointment in September 2014. She has brought a strong inclusive leadership style to the team, and represented the organisation very professionally and effectively. In August 2016 she left Family Friends with the blessing and support of the Board in order to take up another post locally.

Her successor, Jane Drapkin joined Family Friends in September 2016. Her considerable background and experience in the Charity sector, added to her skills and energy gained through working as a consultant and coach have been the catalyst for a number of changes to both our structure and our focus. The Board have supported these changes and believe they are fundamental to enabling Family Friends to meet the challenges it faces in the future.

The other staffing change during this financial year was that Azma Aziz, who returned from Maternity leave on a part time basis in January 2016, left Family Friends at the beginning of March 2017 in order to spend more time with her family. Her full time successor James Nadal began work with us in August 2017, having been successfully recruited earlier in the year.

At a Board meeting in February 2017 the Board agreed to the following changes to the structure of Family Friends:

- The role of Head of Services would be renamed as Chief Executive
- The role of Family Support Work Lead would be renamed as Service Lead
- The replacement fundraiser and PR coordinator would be recruited on a full time basis (previously the role was 50% FTE)
- Additional support would be given to the governance around finance by putting in place a financial controller function (on a part time basis).

With the ending of the Innovation project on 31st March 2017 two staff members left Family Friends and we restructured our team to bring the remaining members of the Innovation project into one cohesive Family Friends team.

**5.5 Internal procedures**

During the year we focused on enhancing on our financial authorisation and approval procedures and on our grant management processes. These are discussed more fully in the financial section.

During the year we have also had to review the manner in which we record the personal details of those that we come into contact with. The conclusion of the SCI programme caused us to have to take a number of practical steps to ensure that we were properly compliant to the Data Protection Act. In doing this we were supported by and worked collaboratively with RBWM with whom we have an information sharing agreement.

The Trustees are responsible for identifying, assessing and managing the risks for the organisation, and work closely with the CEO to ensure appropriate measures and procedures are in place to mitigate any identified risks.

The key risks facing Family Friends are identified below:

Risk (High/Medium/Low)	Mitigation
<p><b>Financial:</b></p> <ul style="list-style-type: none"> <li>• Potential for insufficient funds to cover operating costs, caused by income stream that is not sufficiently diversified. (Historically FF has been reliant on funding for Local Authority Commissioning, which is now much more uncertain. In addition the decision to commit to partnership under Innovation Fund focused attention away from need to widen income stream.) <b>High</b></li> </ul>	<ul style="list-style-type: none"> <li>• Fundraising strategy – supported by enhanced governance from Board</li> <li>• Full time fundraiser to be supported by number of suitably qualified and experienced trustees – working to clear plan set by CEO</li> <li>• Grant applications to be written taking into account needs and expectations of funders, and built on clear expression of what FF does/can do.</li> <li>• Review of current procedures to ensure compliance</li> </ul>

**TRUSTEES' REPORT**

**FOR THE YEAR ENDED 31 MARCH 2017**

<ul style="list-style-type: none"> <li>• Ensuring that all fundraising activities are in line with current regulations and best practice. <b>Medium</b></li> <li>• Inability to spend or report on restricted funding appropriately. <b>Low</b></li> </ul>	
<p><b>Political and professional:</b></p> <ul style="list-style-type: none"> <li>• Lack of clarity and certainty of relationship of FF to new tri-Borough partnership of RBWM Children’s Services with Community Interest Company. <b>Medium</b></li> <li>• FF may face ‘competition’ from another service provider potentially delivering services that are similar to ours within the partnership described above. <b>High</b></li> </ul>	<ul style="list-style-type: none"> <li>• Continued focus on building partnership relationships and focusing on partnership expectations and requirements.</li> <li>• Clarity and confidence in outlining what FF does</li> </ul>
<p><b>Reputational:</b></p> <ul style="list-style-type: none"> <li>• Potential risk to FF reputation following a personality based relationship issue with Local Authority and other stakeholders, together with a Data Protection compliance matter - within the context of a particular project. <b>Low</b></li> </ul>	<ul style="list-style-type: none"> <li>• Both dealt with by strong and collaborative management plan</li> <li>• Focus on being GDPR compliant in 2018</li> </ul>
<p><b>Vulnerability of service users:</b></p> <ul style="list-style-type: none"> <li>• Risk of staff (<b>Low</b>) or volunteers (<b>Medium</b>), whilst working with children under 18 who are identified as a vulnerable group by the Charity Commission, not following policy and guidance, or not recognising or dealing appropriately with a safeguarding issue.</li> </ul>	<ul style="list-style-type: none"> <li>• Clear policies and procedures</li> <li>• Training for staff and volunteers</li> <li>• Safeguarding governance process through the Board</li> </ul>

**6. Reference and administrative details:**

**Charity Name: Family Friends in Windsor and Maidenhead**  
**Charity Registration number: 1141145 /Company Number: 07462339**  
**Principal Office address: The Lawns Nursery School, Imperial Road, Windsor, SL43RU**  
**Date of approval of Accounts: 5<sup>th</sup> October 2017**

**Board membership is discussed in section 5.2 above, and information on the CEO is provided in section 5.4**

**The Independent Examiner is Kathryn Burton, haysmacintyre, 26 Red Lion Square, London WC1R 4AG**  
[www.haysmacintyre.com](http://www.haysmacintyre.com)

**TRUSTEES' REPORT**

**FOR THE YEAR ENDED 31 MARCH 2017**

---

**Statement of Trustee Responsibilities**

The Trustees, as directors of the charitable company, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial period. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Statement as to disclosure of information to auditors**

Approved by order of the trustees on ..... 29 September 2017 ..... and signed on its behalf by:

  
.....  
Simon Foy  
Chair of the Board of Trustees



## INDEPENDENT EXAMINERS REPORT TO THE TRUSTEES

FOR THE YEAR ENDED 31 MARCH 2017

---

I report on the accounts of the company for the year ended 31 March 2017 which are set out on pages 17 to 25.

**Respective responsibilities of trustees and examiner**

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- state whether particular matters have come to my attention.

**Basis of independent examiner's report**

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

**Independent examiner's statement**

In connection with my examination, no matter has come to my attention:

- 1 which gives me reasonable cause to believe that, in any material respect, the requirements:
  - to keep accounting records in accordance with section 386 of the Companies Act 2006; and
  - to prepare accounts which accord with the accounting records, comply with the accounting requirements of the Companies Act 2006 and which are consistent with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charitieshave not been met; or
- 2 to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Kathryn Burton  
26 Red Lion Square  
London  
WC1R 4AG

Date: 29 SEPTEMBER 2017

## STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2017

	Note	Unrestricted Fund £	Restricted Fund £	Total 2017 £	Total 2016 £
<b>Income from:</b>					
Donations and legacies	2	13,338	406,139	419,477	511,357
Other trading activities		4,228	-	4,228	7,069
Investments		2,700	-	2,700	1,865
<b>Total Income</b>		<u>20,266</u>	<u>406,139</u>	<u>426,405</u>	<u>520,291</u>
<b>Expenditure on:</b>					
Charitable activities	3	83,350	310,979	394,329	358,858
<b>Total Expenditure</b>		<u>83,350</u>	<u>310,979</u>	<u>394,329</u>	<u>358,858</u>
<b>Net income / (expenditure) before transfers</b>		(63,084)	95,160	32,076	161,433
<b>Transfers between funds</b>		62,800	(62,800)	-	-
<b>Net movement in funds</b>	12	(284)	32,360	32,076	161,433
<b>Reconciliation of funds</b>					
Total funds brought forward at 1 April 2016		130,284	150,558	280,842	119,407
Total funds carried forward at 31 March 2017		<u>130,000</u>	<u>182,918</u>	<u>312,918</u>	<u>280,842</u>

All income and expenditure derives from continuing activities.

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

The notes on pages 19 to 25 form of these financial statements

## BALANCE SHEET

FOR THE YEAR ENDED 31 MARCH 2017

	Note	2017		2016	
		£	£	£	£
<b>FIXED ASSETS:</b>					
Tangible assets	8		9,842		15,888
<b>CURRENT ASSETS</b>					
Debtors	9			16,927	
Cash at bank and in hand		342,322		560,087	
		<u>342,322</u>		<u>577,014</u>	
<b>CREDITORS: amounts falling due within one year</b>	10				
		<u>(39,246)</u>		<u>(312,060)</u>	
<b>NET CURRENT ASSETS</b>			<u>303,076</u>		<u>264,954</u>
<b>NET ASSETS</b>			<u>312,918</u>		<u>280,842</u>
<b>FUNDS</b>					
Restricted funds			182,918		150,558
Unrestricted funds			130,000		130,284
<b>TOTAL FUNDS</b>			<u>312,918</u>		<u>280,842</u>

For the year ending 31 March 2017, the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the Board of Directors on 29/9/ 2017 and were signed below on its behalf by:

  
 .....  
 Simon Foy  
 Trustee

The notes on pages 19 to 25 form of these financial statements

## NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 MARCH 2017

**1. ACCOUNTING POLICIES**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

**a) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

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

**b) Going Concern**

The Board of Trustees is of the opinion that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties regarding the Trust's ability to do so.

**c) Income**

All income is recognised once the charity has entitlement to income, it is probable that income will be received and the amount of income receivable can be measured reliably.

Donations and gifts and are included in full in the Statement of Financial Activities when there is entitlement, probability of receipt and the amount of income receivable can be measured reliably

Grants are recognised in full in the statement of financial activities in the year in which the charity has entitlement to the income, the amount of income receivable can be measured reliably and there is probability of receipt.

Income from charitable activities is recognised as earned as the related services are provided. Income from other trading activities is recognised as earned as the related goods are provided

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

**d) Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

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

**e) Fixed Assets**

Fixed assets are stated at cost or deemed cost (donated valuation at estimated fair value) less accumulated depreciation and impairment losses. Assets costing more than £100 are capitalised.

Depreciation is calculated to write off the costs of the fixed asset by equal instalments as follows, all straight line:

Computers	25% on cost
Equipment	33% on cost
Furniture	20% on cost

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2017

---

**1. ACCOUNTING POLICIES (CONTINUED)****f) Funds**

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity

**g) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**h) Cash and cash equivalents**

Cash and cash equivalents includes cash and short term highly liquid investments with short term maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**i) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

**j) Estimates and judgements**

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. Although these estimates are based on the trustee's best knowledge of the amount, events or actions, actual results ultimately differ from these estimates. The Trustees do not consider there to be any material estimates and judgements.

**k) Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**l) Legal status**

Family Friends is a company limited by guarantee and has no share capital. 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.

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2017

**2. INCOME FROM DONATIONS AND LEGACIES**

	Unrestricted Funds £	Restricted Funds £	Total 2017 £	Total 2016 £
<b>Grants</b>				
Alexander First School	-	4,291	4,291	5,562
Ascot Fire Brigade Trust	-	-	-	3,635
BBC Children in Need small grant	-	3,513	3,513	3,024
BBC Children in Need	-	31,873	31,873	35,597
Berkshire Community Fund	-	3,000	3,000	8,422
Berkshire Masonic Trust	-	500	500	-
Big Lottery Awards for All	-	4,733	4,733	891
Blargrave	-	11,500	11,500	10,314
Department for Education (SCI)	-	274,532	274,532	274,533
Garfield Weston	-	5,000	5,000	-
Greenredeem	1,000	-	1,000	-
Kelly Family Trust	-	-	-	5,000
Louis Baylis Trust	-	3,000	3,000	2,000
Maidenhead Thames Rotary Club	-	500	500	-
MoD Community Covenant Grant	-	10,101	10,101	5,705
MoD Education Support Fund	-	-	-	11,124
NHS CCG Eating Disorders and self-harm	-	15,243	15,243	-
Persimmon Homes Ltd	-	1,000	1,000	-
Poor's Estate	600	-	600	-
Radian Community Grant	-	1,455	1,455	2,500
Radian Community Safety Grant	-	2,500	2,500	-
Rotary Club of Ascot	300	-	300	-
Royal Borough of Windsor and Maidenhead SLA	-	-	-	103,753
Royal Borough of Windsor and Maidenhead	-	9,000	9,000	1,000
Santander	-	-	-	3,630
Shanly Foundation	-	5,000	5,000	-
Spoore Merry and Rixman Foundation	-	13,130	13,130	-
Sunninghill Trust	-	2,000	2,000	-
Thames Valley Police Property Act	-	-	-	5,000
The Gordon Palmer Memorial Trust	-	300	300	-
The Prince Philip Trust Fund	-	1,967	1,967	-
Wilson Partners Limited	-	-	-	-
Windsor and Maidenhead Christian Trust	-	2,000	2,000	-
Woodward Trust	-	-	-	3,000
<b>Donations:</b>				
Donations	11,438	-	11,438	26,667
<b>Total income from donations and legacies</b>	<u>£13,338</u>	<u>£406,139</u>	<u>£419,477</u>	<u>£511,357</u>

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2017

**3. EXPENDITURE ON CHARITABLE ACTIVITIES**

	Unrestricted Funds £	Restricted Funds £	Total 2017 £	Total 2016 £
Staff costs (note 4)	55,150	260,319	315,469	293,062
Administrative costs	16,520	14,218	30,738	31,871
Specific fund related costs	3,321	28,960	32,282	18,573
Development costs	2,314	7,482	9,796	8,995
Depreciation	6,045	-	6,045	6,357
Total expenditure on charitable activities	<u>£83,350</u>	<u>£310,979</u>	<u>£394,329</u>	<u>£358,858</u>

**4. STAFF COSTS AND NUMBERS**

	Total 2017 £	Total 2016 £
Wages and salaries	303,748	275,721
Self-employed contractors	6,032	11,021
Support costs	-	-
Travel and expenses	5,346	5,641
DBS checks	343	679
Total staff costs	<u>£315,469</u>	<u>£293,062</u>

No employee received remuneration at a rate in excess of £60,000, (2016: £Nil). On average there were 11 employees (head count based on number of staff employed) during the year (2016: 14).

The total employee benefits including pension continuations of the key management personnel were £104,904 (2016: £98,834). The key management personnel of the charity are considered to be Catherine Burns, Jane Drapkin, Tracy Muschamp and Samreen Aslam.

**5. TRUSTEES' REMUNERATION AND EXPENSES**

No remuneration was paid or is payable either directly or indirectly for the year to any trustee or to any person or persons known to be connected with any of them.

No reimbursement of expenses have been made or are due to be made to the Trustees in respect of the year to 31 March 2017 (2016: Nil).

**6. RELATED PARTY TRANSACTIONS**

No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year.

**7. TAXATION**

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2017

**8. TANGIBLE FIXED ASSETS**

	Computer Equipment	Furniture	Office & Machinery £	Total 2016 £
<b>Cost</b>				
At the start of the year	52,979	2,357	7,182	62,518
Additions	-	-	-	-
Disposals	-	-	-	-
At the end of the year	<u>52,979</u>	<u>2,357</u>	<u>7,182</u>	<u>62,518</u>
<b>Depreciation</b>				
At the start of the year	38,792	1,141	6,698	46,630
Charge for the period	5,449	319	277	6,045
At the end of the year	<u>44,241</u>	<u>1,460</u>	<u>6,975</u>	<u>52,676</u>
<b>Net book value</b>				
At the end of the year	<u>8,738</u>	<u>897</u>	<u>207</u>	<u>9,842</u>
At the start of the year	<u>14,187</u>	<u>1,216</u>	<u>485</u>	<u>15,888</u>

All of the above assets are used for charitable purposes.

**9. DEBTORS**

	2017 £	2016 £
Trade debtors	-	15,243
Prepayments	-	1,684
	<u>£-</u>	<u>£16,927</u>

**10. CREDITORS**

	2017 £	2016 £
Trade creditors	2,793	4,854
Accruals	3,170	5,931
Deferred income (note 12)	33,283	301,275
	<u>£39,246</u>	<u>£312,060</u>



## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2017

## 11. DEFERRED INCOME

	1 April 2016 £	Received	As Income £	31 March 2017 £
Army Families	-	4,291	4,291	-
Asian Families	-	31,873	31,873	-
FSW	26,743	49,623	59,866	16,500
Social Care Innovation	274,532	-	274,532	-
Volunteer Service	-	52,359	35,576	16,783
Central	-	1,000	1,000	-
	<u>£301,275</u>	<u>£139,146</u>	<u>£407,138</u>	<u>£33,283</u>

Deferred income comprises of grants received in the current year which relate to future periods.

## 12. MOVEMENT IN FUNDS

	As at 1 April 2016 £	Incoming resources and gains £	Outgoing resources and gains £	Transfers £	As at 31 March 2017 £
<b>Restricted funds:</b>					
Army Families	16,659	4,292	(3,530)	(11,464)	5,957
Asian Families	1,455	31,873	(29,142)	(2,520)	1,666
FSW	18,593	59,866	(48,750)	(10,104)	19,605
Social Care Innovation	77,009	274,532	(196,643)	(34,500)	120,398
Volunteer Service	36,842	35,576	(32,914)	(4,212)	35,292
<b>Total restricted funds</b>	<u>150,558</u>	<u>406,139</u>	<u>(310,979)</u>	<u>(62,800)</u>	<u>182,918</u>
<b>Unrestricted funds</b>					
Unrestricted	284	20,266	(83,350)	62,800	-
Designated	130,000	-	-	-	130,000
<b>Total unrestricted funds</b>	<u>130,284</u>	<u>20,266</u>	<u>(83,350)</u>	<u>62,800</u>	<u>130,000</u>
<b>Total Funds</b>	<u>280,842</u>	<u>426,405</u>	<u>(394,329)</u>	<u>-</u>	<u>312,918</u>

Purposes of restricted funds:

Army Families:

Funds were provided to run two parenting courses and nine 'hot topic taster sessions' for parents from the army community.

Asian Families:

Funds were provided to provide targeted support to families from the Asian community in Maidenhead. In particular to engage with fathers to improve their relationships with their children and to promote the children's wellbeing. Activities included providing culturally appropriate parenting tips as part of events that parents and children attend together, such as kick boxing, ladies football or dads and lads swimming, as well as parenting courses for young mums and wellbeing workshops for children.

**NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2017**

---

**12. MOVEMENT IN FUNDS (CONTINUED)**

**FSW:**

Funds were provided to deliver a range of family support services to families across the Borough of Windsor and Maidenhead, including 1:1 support to children, 1:1 support to adults, group support to children including anxiety groups and support for children who have experienced domestic abuse, and group parenting workshops.

**Social Care Innovation:**

Funds were provided for an innovation project to pilot new ways of delivering early help support by a voluntary sector organisation working in partnership with the Local Authority, focusing on two key communities: Army families in Windsor and the Pakistani community in Maidenhead. Activities included community engagement activities, such as community drop-in events, targeted group work to support children cope with the specific pressures of being from an army family; information events and conferences on topics relevant to the communities for example domestic abuse; culturally appropriate 1:1 work with parents and children drawing in Islamic values.

**Volunteer Service:**

Funds were provided to deliver volunteer support to families living within the Royal Borough of Windsor and Maidenhead. Volunteers provide two hours of support each week to families, being a 'listening ear,' an extra pair of hands or providing practical support in helping families to deal with issues such as isolation, feeling overwhelmed or post-natal depression.

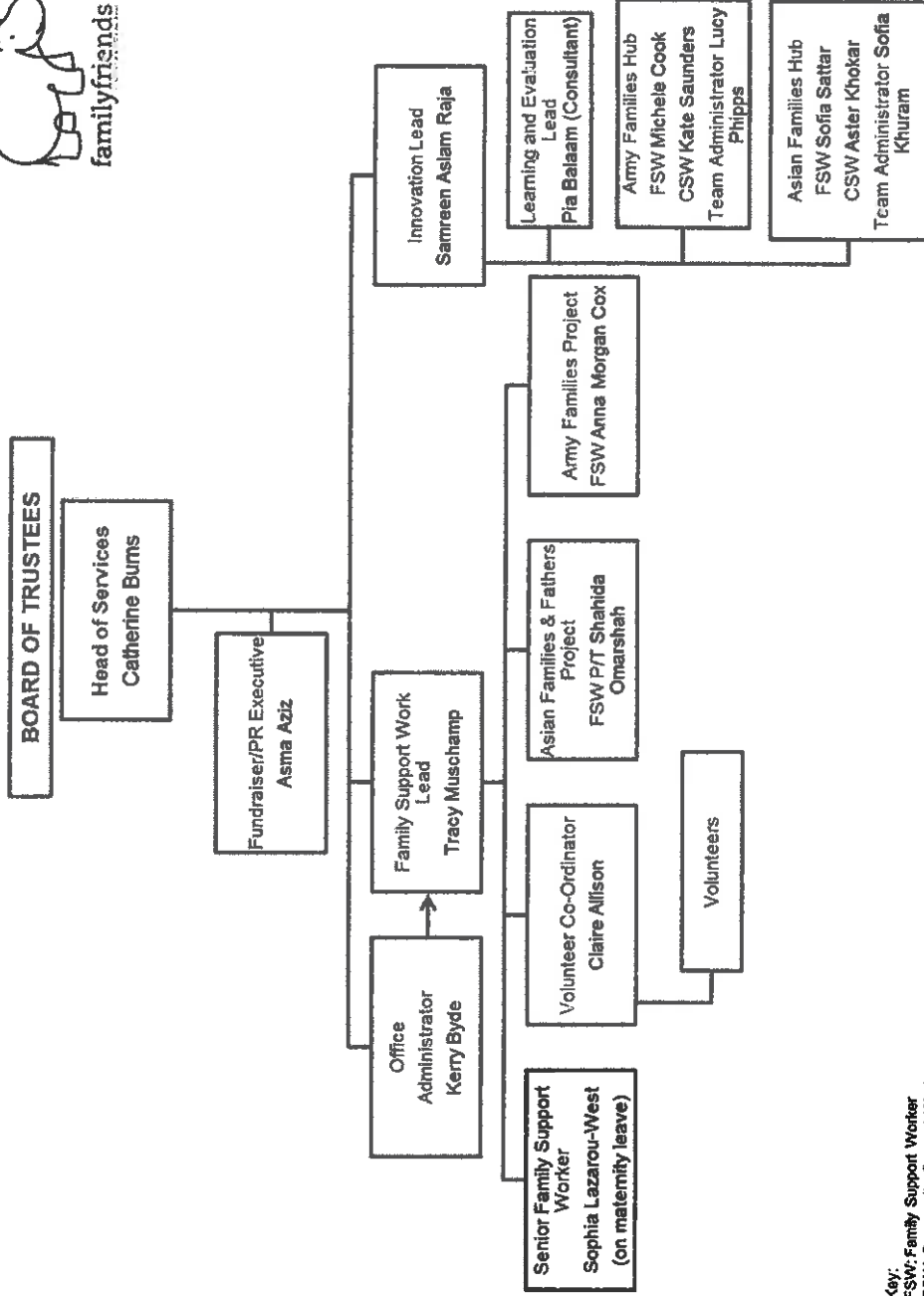
**Designated fund:** for the Provision of Ongoing Activities. It is held to ensure that the activities of Family Friends can continue should there be any reduction in the main source of funding. The amount would allow time to find other sources of funding while continuing the work of the charity. The provision is set at £130,000 – a level considered to be sufficient to fund four months of the Charity's work. £130,000 is held in the Shawbrook bank account for this purpose.

APPENDIX 1

FOR THE YEAR ENDED 31 MARCH 2017

Appendix 1

FAMILY FRIENDS ORGANISATIONAL STRUCTURE April 2016



Key:  
FSW: Family Support Worker  
CSW: Community Support Worker

APPENDIX 2

FOR THE YEAR ENDED 31 MARCH 2017

Appendix 2 FAMILY FRIENDS ORGANISATIONAL STRUCTURE April 2017

