



Annual Report

For the year to 31 December 2019

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Charity Information

Charity Name:	Care for the Family
Working Names:	Positive Parenting
Registered Numbers:	Company Number: 3482910 Charity Number: 1066905 OSCR Number: SC038497 Isle of Man: 1231
Registered Office:	Tovey House Cleppa Park Newport NP10 8BA
Website address:	www.careforthefamily.org.uk
Council of Management:	John O'Brien (Chair) Norman Adams Samantha Callan Paul Francis Yolanda Ibbett
Executive Team:	Rob Parsons, OBE (Founder) Katharine Hill Paula Pridham Robin Vincent
Registered Auditors:	Watts Gregory LLP Elfed House Oak Tree Court Mulberry Drive Cardiff Gate Business Park Cardiff CF23 8RS
Bankers:	Lloyds plc 45 Newport Road Cardiff CF24 0TW CAF BANK Ltd Kings Hill West Malling Kent ME19 4TA

Chair of Trustees' Welcome

The quality of our relationships has a profound effect on our lives, and they matter to us not only as individuals but also as a wider society. Our services support couples, families, and individuals of all ages and backgrounds. During 2019 we continued to promote strong and healthy relationships, through a mixture of long-established programmes but also new and innovative ones designed to meet emerging needs in relevant ways.

The year began with a move into our new headquarters, fully refurbished to facilitate some of those developments, particularly through more live streaming and online broadcasting of content.

We seek to be alert to changing circumstances and needs, and in 2019 that led us to expand the capacity of our counselling referral service, in response to the increasing challenges that people have found in accessing local provision. We also aim to increase reach and find new ways of providing support, and in that light we were very encouraged by the success of our first volunteer-led bereavement support days, which gives us the potential to increase the number of such events we can provide around the country.

Other elements of our work are more long-established, but continue to impact families year after year. During 2019 these included our Take a Break holidays for single parent families, which have now been running for 28 years; face-to-face events reaching 18,000 people during the year; and our ongoing programme of training facilitators to deliver effective parenting courses in their own communities.

In all of this we always want to maintain high standards and give assurance of the calibre of the service provided, and so were proud in February 2019 to achieve the Quality in Befriending accreditation award from Befriending Networks for all three telephone befriending services offered by Care for the Family (Widowed Young Support, Bereaved Parent Support, and Additional Needs).

At the end of 2019 the Board of Trustees and Executive Leadership unanimously agreed to the appointment of Robin Vincent as the new Chief Executive. Robin has been working for Care for the Family for the past ten years and has been a Director within the leadership team since 2016. Robin is a gifted leader and strategist and ideally placed to lead the charity in the years ahead. Rob Parsons and Katharine Hill will continue to be fully involved in the charity, in addition to speaking and writing. Furthermore Paula Pridham will continue in her role as executive director in our pastoral and training work.

At the time of writing the coronavirus pandemic has brought several challenges for society, including new and unexpected pressures for many families. Our team has been working throughout this period to provide support to parents, couples and those facing bereavement, particularly through increasing our online and streamed content.

We are so grateful to the individuals, Partners, donors and organisations whose support continues to provide a stable foundation for the charity's vital work. While these may be unsettling times, Care for the Family continues to provide a voice of hope to families across our nation, and is well placed to continue doing so throughout 2020 and beyond.

John O'Brien
Chair of Trustees

Report of the Council of Management For the Year to 31 December 2019

The trustees present their report and the audited financial statements of the charity for the year ended 31 December 2019, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities".

Objectives and Activities

Care for the Family's purpose is to strengthen and support family life – enabling families to find help during challenging times, and encouragement in the good times. We provide relationship education and support in three central areas of family life: marriage, parenting and bereavement.

Our objective is to reduce family and relationship breakdown, but also to support those who have been affected by the same. To achieve this, we deliver initiatives that are preventative in nature and applicable to all families regardless of circumstances, together with some more specialist projects.

Our initiatives include:

- An engaging programme of live events teaching on family life topics, throughout the UK and beyond
- Subsidised relationship-building activity holidays for single parent families
- Parent training courses delivered in communities across the UK by our network of trained facilitators
- Marriage resources and courses
- Bereavement Care Awareness days delivered through local community initiatives
- Networks of trained volunteer befrienders in more specialised areas of family life support
- Writing and producing books, podcasts and accessible resources to strengthen family life
- Focused projects to meet specific needs e.g. those parenting alone or with children with additional needs
- Broadening our digital reach through the use of social media, web and other channels.

Achievements and Performance

During the year we were able to run a full programme of events, training and holidays to strengthen family life. In the last Annual Report, we identified some specific goals for 2019, and here we indicate our progress against those goals.

Specific Objectives	Measured Progress/Success/Achievements
Develop online broadcasting and live streaming of events, material and training.	A successful initial live-streaming trial to staff of the <i>It Takes Two</i> event in March was followed up with two events for the public in the autumn. <i>In the Arena</i> was streamed to a live audience at a venue in Swansea, and <i>Raising Faith</i> was streamed to people in their own homes. Both events were well received and we will continue to explore new ways of delivering content in this way in 2020.
Develop an accredited training programme for churches to deliver effective pastoral support to families.	Preparation for this during the year included surveying 237 church leaders, workers and interested members on the subject; developing a plan for the project; and starting the recruitment process for a dedicated course developer. We hope to launch the course in 2020.
Publish a new book aimed at strengthening those parenting alone, and also one supporting dads in their role.	<i>Surviving and Thriving on the Single-Parent Journey</i> was published in August and has been well-received. Work on a book for dads is progressing and the manuscript is currently being considered by a major UK publisher.

Pilot a new type of local support event for Widowed Young Support to increase our overall reach, and if successful also trial it within the Bereaved Parent Support network.	We trained several of our befriender volunteers and organised two trial Widowed Young Support events, which they led (assisted and assessed by our staff team). These were very successful and four more will be held in 2020.
Provide an additional regional Playtime conference to help meet increasing demand.	We successfully developed a new ‘template’ for such events, working closely with a host venue in Barnstaple to put together a strong programme and to publicise our first <i>Playtime Local</i> event. Numbers attending were lower than hoped (43 delegates) but the evaluations indicated that the conference had been extremely helpful to them in developing their toddler groups.
Expand Careline to meet the increasing demands being placed on our counselling referral service.	We have increased the staffing levels in this area, and recruited two experienced and qualified volunteers to assist. As a result we are now able to offer more in-depth support to those who either do not have local services to access, or cannot afford to pay for private therapy.

Events, conferences and training

A key way that Care for the Family engages with families to achieve our charitable objectives is through live events, local training and other specialist activities across the UK and the Isle of Man.

Events and conferences

In 2019 we delivered 63 family-strengthening events across the UK which directly reached 9,621 people. We also provided a programme of training seminars at various festivals and independent conferences which directly reached at least a further 9,000 people.

- *Left to Their Own Devices?* events provided support on how to parent well in a digital age. These events were attended by 936 delegates.
- 895 people attended our *It Takes Two* events aimed at providing practical advice on topics such as communication, conflict and commitment in a relationship.
- *The Wisdom House* live event UK tour, based on the book of the same name, reached 1,581 people.
- The *Raising Faith* event for Christian parents, featuring Katharine Hill and Andy Frost, toured a further five locations.
- Our national *Playtime Conference* was held in Wigan, and was our largest ever, with 527 toddler group leaders attending from all over the UK. The conference was a mix of main sessions and special seminars aimed at inspiring and equipping these groups in their work to supporting parents of young children.
- We held our first *Playtime Local* event – taking elements of the national conference to a smaller location. 43 toddler group leaders met in Barnstaple and were very positive about how the event had helped them.
- *Free to Be* women’s events focused on identity. These nine events were attended by 1,920 women.
- We held ten *In the Arena* events covering specific topics for men, which were attended by 1,320 men.
- We launched a new event called *The Heart of Communication* – unpacking methods to help public speakers to better grasp how to speak not only to the head, but to the heart. These events were attended by 1,161 people.
- We held five day and weekend events for bereaved parents, bereaved siblings and those widowed at an early age, offering in-depth peer support and specialist help to those attending.

Training

A key element of our work is training community workers and volunteers to support people in their local communities. Experience and evaluation have taught us that this is an effective and sustainable approach to reach every kind of family situation and make the biggest impact. We achieve this through the provision of marriage, parenting and bereavement training courses. Our approach is to deliver high quality training (drawing on proven research-based theory), supplemented with accessible and appealing resources for attendees.

Our training for parenting course facilitators continues to be popular. We ran 38 training days during the year, with 210 attendees. We also provided in-house training courses for a range of organisations, including local authorities, schools, charities and church groups.

Hundreds of Positive Parenting courses were run by facilitators during the year, reaching more than 3,400 parents and carers. One mum came along to *Time Out for Parents – The Teenage Years*. She said, “Before I started this course we were really struggling with our eldest lad. I was told about the course by Social Services who were involved because of various difficulties our son had got into. This group has literally saved us. I tried the stuff we were learning and it really worked. Everyone has noticed the difference in my son, so much so that we have just been signed off by Social Services.”

In addition, 195 sessions to support couple relationships were delivered through *Marriage by Design* and *Let’s Stick Together* licensed presenters.

We trained 31 people for our *TotSlot* resource on early attachment. This was fewer than 2018 and so we have decided not to train any further presenters, but will pause and review whether there are other ways that we can better resource parents and carers of children in the early years.

The *Bereavement Care Awareness* training continues to strengthen communities to give invaluable support when faced with a death. This year proved to be the most productive in terms of both the number of courses run and the number of delegates attending. Our volunteer facilitators ran 43 courses equipping a total of 819 people to provide this much-needed support across the UK. We also trained a further seven volunteer facilitators, enabling more courses to be run in 2020.

Family-building breaks

Care for the Family’s *Take a Break* multi-activity adventure holidays are designed for single parents and their children. They bring families together to enjoy a wide range of exciting activities, spending quality time together, meeting new friends and venturing out into new experiences alongside other single parent families – thus building family bonds and confidence. In 2019, 179 people attended six holidays at five centres across the UK.

Resources and courses

Care for the Family’s books, DVDs and other materials give help to many families across the UK, providing encouragement and practical support to help strengthen family life.



During 2019 we developed a number of new resources to support single parents. This included the publication of a new book by our Single Parent Coordinator Kat Seney-Williams, called *Surviving and Thriving on the Single-Parent Journey* – Care for the Family’s key resource for those parenting alone. This has been supplemented by complementary resources to help communities in their work in this area, with a comprehensive guide to setting up a single-parent group as well as a handbook for running a single-parent fair.

With the rapid development of digital technology and its continuing impact on family life, a fully revised and updated edition of *Left To Their Own Devices* by our UK Director Katharine Hill was published towards the end of the year. It has two new chapters, including a section on gaming.





Schools have increasingly been asking for material on this topic that they can share with their parents, and so during 2019 we developed and produced a video-based session to help parents address the challenges of the online world. The 90-minute *Left To Their Own Devices* session is made up of video clips and discussion time which enables parents to gain an understanding of the online world that our children inhabit. It addresses challenges and provides an opportunity for parents to share their own experiences and ideas while giving them practical tips on how to be a great parent in a world of screens. The materials are all available for free download and will also be released as a physical resource (USB stick and hard copy discussion guide) in early 2020.



With an increasing awareness of issues related to mental health, we produced a substantial booklet to help those who come into contact with new parents, whether through toddler groups or in other settings. *Supporting New Parents Through Mental Health Challenges* contains information about common perinatal mental illnesses, life stories from parents and also practical advice about how to support families well, including those who are struggling. Nearly 1,000 copies of the booklet have already been distributed free of charge and it is also available as a free download.

Other new resources in 2019 included a reissue of several of the titles in the *Sixty Minute* series for parents and couples, now available as a newly designed boxed set, and a new music CD for use in toddler groups – the third in a popular series.

We refreshed and updated all our *Let's Stick Together* materials. In the excitement and exhaustion of becoming new mums and dads, the first thing that a couple can overlook is their own relationship. *Let's Stick Together* is a one-hour session that introduces simple, practical skills that help couples relate well to each other and looks at how to handle inevitable differences.

An extensive review of our sessions on ASD and ADHD was completed in 2019, as part of the *Time Out for Parents – Children with Special Needs* course, and the new material has been well received. Annual reviews of *Time Out for Parents – Dads* and *Time Out for Parents – Handling Anger in the Family* were also completed during the year.

Reviews of three more *Time Out for Parents* courses – *The Early Years*, *The Primary Years* and *The Teenage Years* – are under way and are due to be completed in 2020.

Digital support

The move to our new headquarters at Tovey House allowed us to plan a new strategy for the future production of podcasts. The expansion of the Multimedia Production team and the new recording studio and equipment have given us the opportunity to overhaul the way we have previously produced podcasts. We therefore paused podcast production in 2019 in order to develop a new strategy which will see increased production of a number of new podcast strands recorded and produced in 2020.

We have however added a new element to the two existing video podcast series, *Parentalk: The Primary Years* and *Raising Teens*, by developing discussion guides to accompany each episode, thus enabling individual parents and groups to reflect and discuss the topics raised. These can now also act as a helpful add-on to our existing parenting courses, giving parents the opportunity to discuss specific relevant issues in their group as wished.

We also continued to distribute our high quality 'ready to run' courses which can be used by individuals to put on sessions in their community. These cover parenting and couple relationships. Each one features extensive video

material such as family interviews, street vox pops, humorous short dramas, real-life case studies, and presenter discussions. The resources are supplemented by easy-to-use group leaders' guides and material for participants who attend. All our material is made available online for free download from our website, and we also offer free physical copies to people willing to run a course in their local community.

Support is also provided via email, social media and online content. The Care for the Family website continued to see increased traffic as a key way of reaching families, with over 449,000 views in 2019 – an increase of 20% on the year before. We continued to develop our presence on Instagram, reaching over 4,000 followers by the end of the year. Facebook remained popular with 22,440 followers in total by December 2019, a 17% increase in monthly reach and a 30% increase in aggregate engagement. We also have 9,579 followers on Twitter.

Volunteer networks and befriending

Care for the Family runs a number of projects which provide specialist support or help to spread family support throughout the country.

Careline and befriending

A significant achievement in 2019 was receiving the *Quality in Befriending* accreditation award from Befriending Networks for all three telephone befriending services offered by Care for the Family (Widowed Young Support, Bereaved Parent Support, and Additional Needs). This involved successfully satisfying all 96 Indicators of Good Practice, across four areas of practice (Service; The befriended; The befriender; The match criteria).

The volunteer befrienders in these networks provided several thousand hours of essential peer support and encouragement for bereaved parents, those widowed young, and parents of children with additional needs. Befrienders are equipped through an annual training weekend which covers topics such as self-care, telephone listening skills, identifying warning signs and keeping safe. Befriendees are invited to give feedback on the support provided and one bereaved parent commented, "Speaking with my befriender was a release. She helped me to see how to reach the place that I now find myself in, when I was lost. I am still grieving, but I can cope knowing it is normal, that I will be OK, and there is a future for me without my beautiful daughter and the grandson that I didn't get to know." Another parent said, "The befriending service has been a lifeline to me because I have someone to talk to who knows exactly what it feels like to have a son with additional needs and the challenges that brings. She instantly understands and 'gets it' without me having to explain, and can offer helpful advice and places to go to for support."

We held a training weekend for the three teams of volunteers in February, which was attended by 90 of the befrienders.

The charity's counselling referral service (Careline) continued to offer help and support to all who requested it, including signposting to other services where needed. In total we received 545 new referrals, many involving complex and significant issues. The issues raised included relationships, bereavement, parenting, addiction to pornography, gambling and gaming, gender and sexual orientation. During the year we increased the staff time committed to Careline and also identified two skilled volunteers who could come alongside our Careline Advisor. As a result we have been able to offer more support to those people that we feel we can particularly help or if there are restrictions on services near where they live.

Other networks

We continued the development of The Kitchen Table Project, funded by the Douglas Trust as part of the Vine initiative to support Christian parents in nurturing faith in their children. Key activities included the live event UK tour *Raising Faith*; production and release of the *Raising Faith* resource, containing six video-based sessions for small groups; 30 speaking engagements and seminars reaching 1,500 children's workers or church leaders; and sharing material via monthly emails, daily Facebook posts and regular website updates.

Our Playtime initiative continued to equip and encourage several thousand toddler group leaders throughout the year, as they support parents of young children in their communities. During 2019 we held our largest ever annual national Playtime conference, in Wigan, with 527 toddler group leaders attending, and also held our first 'Playtime Local' conference in Barnstaple.

The growth of the Who Let the Dads Out? network continued. This initiative links together groups that reach out to dads, father figures and their children – encouraging churches to create spaces where men and children can have fun together and build relationships with the aim of strengthening families. The number of registered groups increased from 280 to 310 during the year; we estimate that these groups reached over 6,000 dads/father figures and over 9,000 children in 2019.

Public benefit

The Trustees have paid due regard to the Charity Commission guidance on public benefit in deciding what activities the charity should undertake. The paragraphs above provide further information.

Plans for Future Periods

While continuing with our core activities of seminars, resources, befriending, holidays, training and courses, we are also aiming to achieve several specific new goals during 2020.

- Create video-based material which could be used as the basis of new courses related to Bereaved Parent Support, Widowed Young Support, and Bereavement Care Awareness.
- Trial a new family-building break for single parent dads and their children.
- Produce *Left To Their Own Devices?* as a physical resource (USB stick plus handbook) to complement the digital resource, and increase our reach in supporting schools with parental engagement.
- Write and produce a book for parents on how to support their child's mental well-being.
- Develop and run accredited training for churches to enable them to deliver effective pastoral support to families in their communities.

Structure, Governance and Management

New premises

In January 2019 we moved in to the new premises that we had purchased and refurbished for use as the charity's new headquarters. This was obviously a significant move but thanks to the careful project planning and commitment of all staff, it was completed with the minimum of disruption to the charity's operations.

During the year we then established new multimedia capabilities within the building, purchasing equipment and creating a dedicated recording and broadcast space alongside the new auditorium. This is now used for podcast recording, video production, live streaming of events and so on, giving us new ways of creating and delivering family-strengthening content to those who need it.

The relocation gave us the opportunity to significantly update the charity's IT infrastructure. New network connectivity and new telephone and video-conferencing systems at all the charity's main offices across the UK have improved efficiency and effectiveness. We have also been able to partner with industry experts to provide us with up-to-date Wi-Fi, printing and collaboration tools throughout the charity. All of our critical data is now stored securely off-site with industry-leading hosting partners, providing greater resilience.

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 12 December 1997 and registered as a charity on 17 December 1997. The company was incorporated under a Memorandum of Association which established the objects and powers of the charitable company and it is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £10. The Articles of Association were reviewed and amended in 2017. All necessary filings and submissions have been completed in this respect.

Recruitment and appointment of the Council of Management

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as Members of the Council of Management. Under the requirements of the Memorandum and Articles of Association the Members of the Council of Management can only be elected from the membership of the charity.

The number closest to one third of the Members of the Council of Management retire by strict rotation and, being eligible, can offer themselves for re-election at the next Annual General Meeting. Care is taken to ensure that the Council of Management includes experience in financial, legal and educational fields.

Induction and training of Trustees

New trustees are given an introduction to the work of Care for the Family by the Chair of Trustees and the executive team. Trustees are kept informed through regular internal reports (including financial reports) and samples of produced materials. All trustees are encouraged to tour the main offices of Care for the Family, as well as attending events that the charity organises. In addition, the organisation holds two staff conferences each year to which trustees are invited and where they have opportunities to be updated on the charity's work and mix with members of staff. Upon appointment trustees are informed of their obligations in law as a trustee of a charity, and are encouraged to acquaint themselves with the publications and guidance available from the Charity Commission.

Organisational structure

The Council of Management meets three times a year and oversees finances, the present work and the future development of the charity. They have regard for the advice of the executive team, to whom the management of the work of Care for the Family and the day-to-day operational decisions have been delegated. The Council of Management all give of their time freely in their role as trustees, and during the year Samantha Callan provided consultancy services to the charity, which was compliant with our conflict of interest policy. Transactions with related parties are disclosed in note 20 of these accounts.

Remuneration of the executive team is approved by the Council of Management and is reviewed annually and normally increased in accordance with average earnings. The Council of Management benchmark the executive team pay against pay levels in other charities of a similar size and activity to ensure that the remuneration set is fair and appropriate. The remuneration of all other staff is approved by the executive team within annual parameters set by the Council of Management. The executive team withdraw from any discussion of their own terms of service.

The average number of full-time equivalent staff employed by the charity during the year was 69, with consultants and casual staff assisting as appropriate. Most of the staff are based at the head office in Newport. There are also a number of staff based in other parts of the UK and the Isle of Man, with offices operating in London, Edinburgh, Belfast, Birmingham and Douglas.

During 2019 we had a total of 236 active volunteers. This was made up of 123 befrienders, 33 area coordinators for the parenting network, 48 volunteers who run Bereavement Care Awareness courses, 10 who help with office administration and 22 area representatives for Who Let The Dads Out?

Risk management

The members of the Council of Management recognise that they have overall responsibility for ensuring that they implement an appropriate system for the management of risk, whether financial or otherwise, to which the charitable company may be exposed. For this reason the Council of Management has charged the executive team with the task of ensuring that internal controls and the exposure to risk are reviewed on a regular basis. Staff, drawn from a wide cross-section of the charitable company and who have responsibility in key areas, meet at least twice yearly to consider:

- The types of risk to which the charitable company may be exposed
- The level of risk that is considered acceptable
- The likelihood of each risk materialising
- Our ability to reduce the incidence and impact on the business of risks that do materialise
- The costs of control relative to the benefit obtained

The Risk Management meetings are the forum where new risks are identified, discussed and any risk plan is assigned or formulated as appropriate. The results of these regular reviews are reported back to the Council of Management by the executive team. Risk plans have been developed to reduce the risk and mitigate the effects of

any of the above. All risk plans are reviewed annually and have two designated staff to prevent unintentional omission due to staff turnover.

Care for the Family has a broad funding base, with many Partners giving small amounts monthly by direct debit. Consequently, the charity is largely protected from the financial uncertainty which can be caused by significant reliance on a small number of key donors, government grants or contracts. New Partners are largely drawn from those who attend the charity's seminars and events.

The onset of the coronavirus pandemic and associated lockdown and restrictions has meant that the majority of the live events and seminars planned for 2020 have been postponed. While this impacts the numbers of new supporters joining our funding base, we have been able to mitigate this somewhat through the delivery of events via online streaming. We have reserves available if necessary, should our ability to recruit new donors be limited for an extended period of time.

We are closely monitoring the national situation with respect to the coronavirus alongside our usual comprehensive annual planning, budgeting and forecasting process, approved by the Council of Management. Reports are made to the Council of Management on a monthly basis, which compare actual results against targets set for the current month and for the year to date.

One of our key priorities in 2020 is to identify and implement a new Customer Relationship Management (CRM) system. We moved to our current CRM solution (CARE NG) in 2007, and are conscious that the rate of technological change since that date has been significant. Mobile communication, social media and legislative changes have transformed not only the technological landscape, but the manner in which people expect to communicate and engage with charitable organisations.

We recognise that this is a major project and that it carries with it significant risks, such as:

1. The inability to perform key operational tasks
2. Complications in migrating data to a new system
3. New system does not integrate with key third party products/programmes
4. Unexpected overspend.

As mitigation for these risks:

1. We will require any supplier to work with us to produce a 'sandpit' system that will allow us to test our processes in an equivalent environment. We will develop a rigorous 'Test plan' and 'Go-live plan'. Part of the 'Go-live plan' will include running concurrent systems for up to three months to ensure that we can revert back to the old system to run any key operational tasks.
2. We will draw on specialist assistance where necessary alongside the supplier to develop a migration strategy, and for guidance on data mapping. Assistance in data migration will be a requirement within the Request for Proposal sent out to all potential suppliers. These factors will also be built into a disaster recovery plan.
3. Our requirements for what tools and programmes a new system can integrate with will be laid out in robust requirements documentation provided to all suppliers. Part of the selection process will involve investigating the integration between a new system and current business-critical tools and programmes.
4. Part of the responsibility of the Project Manager will be rigorous monitoring of the budget and reporting this to the Executive Leadership Team. We will be taking advice from industry professionals and will discuss with our consultants regarding budget and expectations.

The Council of Management recognises that any planning is designed to manage rather than eliminate the risk of failure to meet the charitable company's stated aims and objectives. Nevertheless, the Council of Management is satisfied that the systems and procedures adopted adequately mitigate the occurrence of the risks to which the charitable company may be exposed.

Financial Review

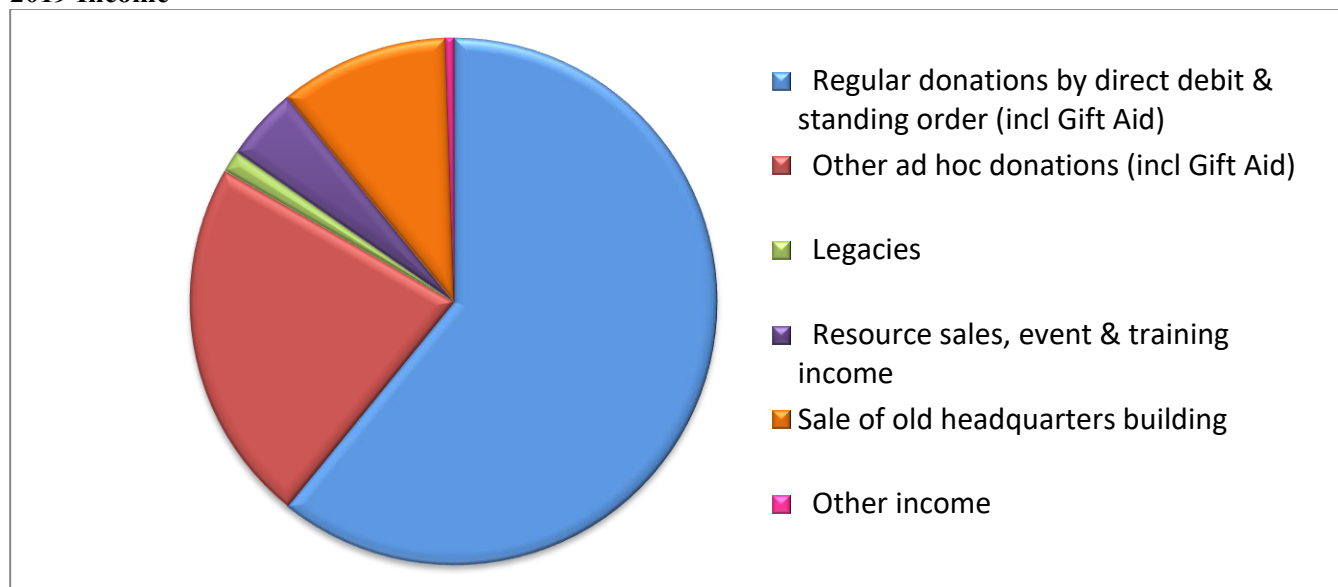
This year the charity received funds of £4.94m, with expenditure of £4.13m. Voluntary income for the year was £4.17m. This consisted of regular payments received via bank standing orders and direct debits, which increased to £3.00m; ad hoc giving of £1.11m and legacy income of £0.07m.

The net cost to the charity of running events, conferences and training events was £1.73m. Running family-building breaks resulted in a net cost to the charity of £0.52m. These costs include not only the direct costs of the event itself, but also content definition, research and preparation, event marketing, promotion and publicity, event management and post-event contact with delegates throughout the year.

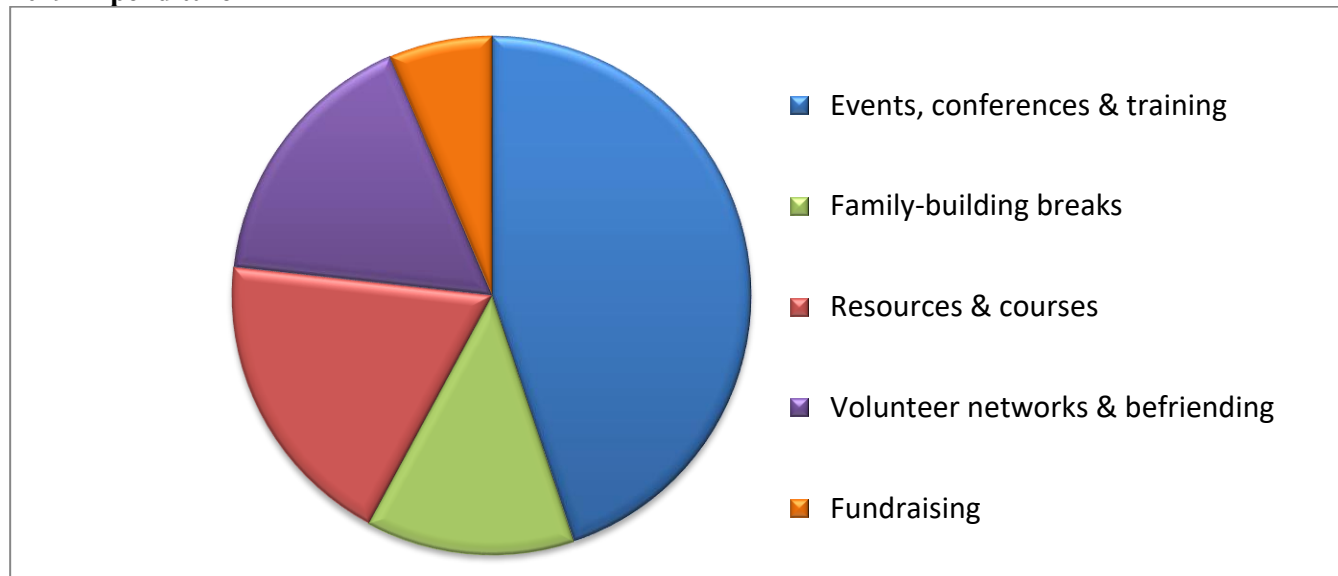
Providing resources resulted in a net cost to the charity of £0.70m. This sum includes the cost of producing new resources, as well as providing resources free of charge to those who cannot afford them. The charity also provided support to families through a range of befriender and support networks, a counselling referral service and through our website. The cost to the charity of providing these services was £0.69m.

Fundraising and associated publicity are important aspects of any charity's operation, and £0.27m has been spent in this area, amounting to 6.4% of the total expenditure.

2019 Income



2019 Expenditure



Principal funding sources

Care for the Family is primarily funded by donations from the general public. Partners of Care for the Family support the charity through regular donations via standing order and direct debit. In 2019 61% of the charity's income came from Partners. This provides a strong and stable base for future development and the charity's aim to increase its net Partner numbers during the year was achieved. The remainder came from ad hoc donations and other funding sources which included grants from charitable trusts and statutory sources.

Care for the Family seeks to maximise the potential of donated income by securing a gift aid declaration where possible, which increases the value of the donation by 25%. While there is income from resource sales and seminar tickets, these activities could not take place without the generosity of our Partners and other donors.

Material expenditure incurred within the reporting period achieves a positive net return of raised income within the same period. Therefore, the charity does not find it necessary to consider the effect this expenditure has on any future period.

Fundraising practices

Care for the Family's family-strengthening events typically include a brief financial appeal, giving an opportunity for attendants to contribute to the work of the charity with regular donations via direct debit if they wish. We also produce a biannual fundraising letter which is sent to a selection of our supporters. These events and mailings are organised and coordinated by Care for the Family staff and we do not use professional fundraisers or commercial participators.

Supporters of the charity undertake fundraising activity on our behalf (for example sponsored walks), but do so independently and voluntarily.

Care for the Family has signed up to the Fundraising Regulator's Code of Fundraising Practice, and is committed to operating in line with its standards. The Fundraising team keep up to date with guidelines from the Fundraising Regulator.

No complaints about the charity's fundraising activities were received during 2019.

We manage all of our mailings and correspondence with supporters in line with their communication preferences. All correspondence provides the recipient with information about how they can be removed from our mailing lists. We do not buy in data or share our data with others, do not undertake telephone fundraising, and ensure that our fundraising requests are sensitive and without pressure.

Fixed assets

The charity has for its headquarters a newly-refurbished building based in Newport. It is a substantial property of over 18,000 sq ft. The previous headquarters, a building of 10,000 sq ft in Cardiff, was sold in December 2019.

Reserves policy

The Council of Management has considered the charity's requirements for reserves in light of the main risks to which it is exposed. While much of the charity's income is of a regular nature there is still a considerable reliance on ad hoc donations which by their nature are unpredictable.

In addition, there is a continuing need to develop new resources and undertake new projects, all of which require investment with no ultimate guarantee of increases in income.

For these and other reasons the Council of Management believes that it is appropriate to have minimum free reserves of £400K (that is, unrestricted funds net of funds already designated) which represents approximately two months' core operating costs.

At the year end the free reserves amounted to £1,728K. These reserves stood significantly above the minimum level defined by our policy, primarily due to them being offset against liabilities of £1m associated with moving to the new building. It was also felt appropriate to hold a temporary higher level of reserves through the year due to the degree of change within the charity during this time, having been in our old facility for over twenty years.

During the first half of 2020 it had been intended that the charity would consider paying off its liabilities and also increasing the level of free reserves to better reflect operating costs. In February The Council of Management agreed the appropriate level of free reserves to be £600k. . However at the time of writing (June 2020), the ongoing coronavirus crisis has caused us to pause with a view to reviewing the appropriate course of action once the outlook becomes clearer.

Investment policy

The Council of Management has the power to invest in such assets as they see fit. The primary (investment) objective is to generate a real return exceeding the rate of GBP inflation, while accepting a level of risk similar to the long-run historical risks of investing in a blended portfolio of 50 per cent bonds and 50 per cent equities. The investment manager is structured to give due consideration to the appropriateness for the charity of any investment and its consistency with the charity's aims and objectives. In the year ended 31 December 2019 the return generated was well in excess of inflation as measured by RPI.

Responsibilities of the Council of Management

The Council of Management (the members of which are also directors of Care for the Family for the purposes of company law) is responsible for preparing the Report of the Council of Management and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Council of Management 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 its incoming resources and application of resources, including income and expenditure. In preparing these financial statements, the Council of Management is required to:

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

The Council of Management is responsible for maintaining adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). The Council of Management is also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Members of the Council of Management

Members of the Council of Management, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 2.

Disclosure of information to the auditors

We, the directors of the company who held office at the date of approval of these Financial Statements as set out above each confirm, so far as we are aware, that:

- There is no relevant audit information of which the charitable company's auditors are unaware; and
- We have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2017 relating to small companies.

Independent Auditors

A resolution to re-appoint Watts Gregory LLP as independent auditors for the ensuing year will be proposed at the Annual General Meeting.

Approved by the Council of Management on 23rd June 2020 and signed on its behalf by:

John O'Brien
Chair

Independent Auditor's Report To the Members of Care for the Family For the Year to 31 December 2019

Opinion

We have audited the financial statements of Care for the Family (the 'charitable company') for the year ended 31 December 2019 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, 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).

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, and to the charitable company's Council of Management, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and Council of Management 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, the charitable company's members as a body and the charitable company's Council of Management as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2019, and of its incoming resources and application of resources, 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, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Council of Management's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Council of Management have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Council of Management are responsible for the other information. The other information comprises the information included in the Council of Managements' annual report, other than the financial statements and our auditor's report thereon. 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 Council of Management's report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Council of Management were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of the Council of Management

As explained more fully in the Council of Management's responsibilities statement, the Council of Management (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 Council of Management 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 Council of Management 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 Council of Management 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

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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. This description forms part of our auditor’s report.

Julia Mortimer (Senior Statutory Auditor)
for and on behalf of Watts Gregory LLP
Chartered Accountants & Statutory Auditors
Elfed House
Oak Tree Court
Cardiff Gate Business Park
CARDIFF, CF23 8RS

Date:

Watts Gregory LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

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**Statement of Financial Activities (including income and expenditure account)
For the Year Ended 31 December 2019**

	Notes	Unrestricted funds £	Restricted funds £	Total 2019 £	Total 2018 £
Income from:					
Donations and legacies	3	3,660,467	515,616	4,176,083	4,628,417
Charitable activities	4	215,805	7,068	222,873	271,083
Investments					
Bank interest received		7,171	-	7,171	6,699
Dividend income		6,166	-	6,166	7,021
Gain on disposal of property		512,422	-	512,422	-
Other		11,491	-	11,491	14,155
Total Income		<u>4,413,522</u>	<u>522,684</u>	<u>4,936,206</u>	<u>4,927,375</u>
Expenditure on:					
Raising Funds	6	265,341	-	265,341	254,875
Charitable activities	5	3,487,418	375,209	3,862,627	3,576,468
Total Expenditure		<u>3,752,759</u>	<u>375,209</u>	<u>4,127,968</u>	<u>3,831,343</u>
Net gain/(loss) on investments		<u>28,495</u>	<u>-</u>	<u>28,495</u>	<u>(19,679)</u>
Net income/(expenditure) and Net movement in funds before transfers		689,258	147,475	836,733	1,076,353
Transfers between funds		<u>14,921</u>	<u>(14,921)</u>	<u>-</u>	<u>-</u>
Net income/(expenditure) and Net movement in funds		704,179	132,554	836,733	1,076,353
Reconciliation of Funds					
Total funds brought forward		<u>3,907,580</u>	<u>114,380</u>	<u>4,021,960</u>	<u>2,945,607</u>
Total funds carried forward		<u><u>4,611,759</u></u>	<u><u>246,934</u></u>	<u><u>4,858,693</u></u>	<u><u>4,021,960</u></u>

The notes on pages 22 to 39 form part of these financial statements.

Balance Sheet at 31 December 2019

	Notes	£	2019	£	£	2018	£
Fixed assets							
Intangible assets	8			-		1,636	
Tangible assets	9			3,280,717		3,489,479	
Investments	10			480,308		449,861	
				<hr/>		<hr/>	
Total fixed assets				3,761,025		3,940,976	
Current assets							
Stocks	11	77,747			89,841		
Debtors	12	194,921			330,130		
Cash at bank and in hand		2,047,521			1,127,246		
		<hr/>			<hr/>		
		2,320,189			1,547,217		
Creditors: Amounts falling due within one year	13a	(408,789)			(545,738)		
		<hr/>			<hr/>		
Net current assets				1,911,400		1,001,479	
				<hr/>		<hr/>	
Total assets less current liabilities				5,672,425		4,942,455	
Creditors: Amounts falling due after more than one year	13b			(813,732)		(920,495)	
				<hr/>		<hr/>	
Net assets				4,858,693		4,021,960	
				<hr/>		<hr/>	
Represented by:							
Unrestricted funds	15			4,611,759		3,907,580	
Restricted funds	17			246,934		114,380	
				<hr/>		<hr/>	
				4,858,693		4,021,960	
				<hr/>		<hr/>	

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

These financial statements were approved and authorised for issue by the Council of Management on 23rd June 2020 and signed on their behalf by:

John O'Brien
Chair

Statement of Cash Flows for the Year Ended 31 December 2019

	2019	2018
	£	£
Cash flows from operating activities		
Net income for the financial year	836,733	1,076,353
Adjustments for:		
Amortisation of intangible assets	1,636	1,635
Depreciation of tangible assets	142,837	55,319
Profit on the sale of fixed assets	(520,667)	-
Interest received	(7,171)	(6,699)
Dividends received	(6,166)	(7,021)
Add (deduct gains)/ add back losses on investments	(28,495)	19,679
Decrease/(Increase) in trade and other debtors	135,209	(35,974)
Decrease/(Increase) in stocks	12,094	(26,490)
(Decrease)/Increase in trade and other creditors	(166,339)	122,885
	<hr/>	<hr/>
Cash from operations	399,671	1,199,687
	<hr/>	<hr/>
Cash flows from investing activities		
Purchase of investments	(349,948)	(87,952)
Proceeds from sale of investments	107,068	312,396
Proceeds from sale of fixed assets	768,324	-
Purchase of tangible assets	(181,732)	(1,857,703)
Interest received	7,171	6,699
Dividends received	6,166	7,021
	<hr/>	<hr/>
Net cash from investing activities	357,049	(1,619,539)
	<hr/>	<hr/>
Cash flows from financing activities		
(Repayment)/Receipt of loans	(77,373)	616,777
	<hr/>	<hr/>
Net cash used in financing activities	(77,373)	616,777
	<hr/>	<hr/>
Net increase in cash and cash equivalents	679,347	196,925
Cash and cash equivalents at start of year	1,383,317	1,186,392
	<hr/>	<hr/>
Cash and cash equivalents at end of year	2,062,664	1,383,317
	<hr/>	<hr/>

“Cash and cash equivalents” consist of “Cash at bank and in hand” £2,047,521 (2018: £1,127,246) and “Cash held as part of the investment portfolio” £15,143 (2018: £256,071). For “Analysis of Changes in Net Debt” see Note 22.

Notes to the Accounts for the year ended 31 December 2019

1. Company information

Care for the Family is a company limited by guarantee and registered in England and Wales, registration number 3482910, and a charity registered in England and Wales number 1066905, in Scotland number SC038497 and in the Isle of Man 1231. The registered office is Tovey House, Cleppa Park, Newport, NP10 8BA.

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective January 2019) – (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Care for the Family meets the definition of a public benefit entity under FRS102.

These financial statements have been prepared in compliance with SORP (FRS 102).

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

Regular income has increased to £3m and the trustees continue to pursue strategies to increase the number of Partners committed to giving to the charity on a monthly basis, and hence these accounts have been prepared on a Going Concern basis.

The financial statements are prepared in sterling (£), and rounded to the nearest pound.

1.2 Incoming resources

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

Donations, legacies and similar incoming resources are reported gross and the related fundraising costs are reported in costs of generating funds.

Legacy entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received.

Income from government and other grants, whether “capital” or “revenue” grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be reliably measured and is not deferred.

Grants from the government and other agencies have been included in incoming resources from charitable activities where these amount to a contract for services, but as donations where the money is given in response to an appeal or with greater freedom of use, for example government block grants.

Deferred income represents amounts received for future periods and is released to incoming resources in the period for which it has been received.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable.

Notes to the Accounts for the year ended 31 December 2019

1.3 Resources expended

All expenditure is included on an accruals basis and is recognised when there is a legal or constructive obligation to pay. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

Raising funds represents expenditure incurred in motivating the individual supporters, trusts and other organisations to contribute to the work of the charity; investment management costs.

Charitable activities represents those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those of an indirect nature necessary to support them.

Governance represents those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

All costs including support costs are allocated between the expenditure categories of the SoFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly; others are apportioned on the basis of an estimate of the proportion of time spent by staff on the activity.

Support costs are those costs which do not in themselves constitute an activity; instead they enable output creating activities to be undertaken. This cost category includes the central or regional office functions such as general management, human resources and payroll administration, budgeting and accounting, and information technology.

1.4 Charitable activities

Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries:

Events, Conferences and Training are a range of events organised across the UK and Isle of Man which cover a range of family-related topics.

Family-Building Breaks are week or weekend courses designed to foster deeper relationships between parents and children.

Resources and Courses are the provision of resources to further the family-strengthening aims of the charity.

Volunteer Networks and Befriending are resources and services designed to provide support to those who are experiencing new or challenging family life situations.

1.5 Fund accounting

The charity maintains various types of funds as follows:

General unrestricted funds represent income which can be used in accordance with the charitable objects at the discretion of the Council of Management.

Designated funds represent income set aside by the Council of Management out of general unrestricted funds for specific future purposes or projects.

Restricted funds represent income to be used in accordance with specific restrictions imposed by donors or which has been raised by the charity for particular purposes.

Notes to the Accounts for the year ended 31 December 2019

1.6 Intangible assets

Intangible assets are measured at cost less accumulated amortisation and any accumulated impairment losses.

Software development costs are recognised as an intangible asset when all of the following criteria are demonstrated:

- The technical feasibility of completing the software so that it will be available for use or sale.
- The intention to complete the software and use or sell it.
- The ability to use the software or to sell it.
- How the software will generate probable future economic benefits.
- The availability of adequate technical, financial and other resources to complete the development and to use or sell the software.
- The ability to measure reliably the expenditure attributable to the software during its development.

Amortisation is charged so as to allocate the cost of intangibles less their residual values over their estimated useful lives, using the straight-line method.

The intangible assets are amortised over the following useful economic lives:

- Software - 10-20% per annum of cost

If there is an indication that there has been a significant change in amortisation rate or residual value of an asset, the amortisation of that asset is revised prospectively to reflect the new expectations.

If the net fair value of the identifiable assets and liabilities acquired exceeds the cost of a business combination, the excess up to the fair value of non-monetary assets acquired is recognised in profit or loss in the periods in which the non-monetary assets are recovered. Any excess exceeding the fair value of non-monetary assets acquired is recognised in profit or loss in the periods expected to be benefitted.

1.7 Fixed assets and depreciation

The threshold for capitalisation of assets is set at £1,000 per item. Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

- | | | |
|--------------------------|---|---|
| Freehold Building | - | 2% per annum of cost |
| Freehold Land | - | Not depreciated |
| General Office Equipment | - | 10-25% per annum of cost |
| Motor Vehicles | - | 20-50% per annum of cost |
| DVD Production | - | 20-50% per annum of cost (the expected sales life of the DVD concerned) |

1.8 Fixed Asset Investments

Investments are included at market value at the balance sheet date. Realised and unrealised gains or losses on investments are shown separately on the face of the statement of financial activities.

1.9 Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowances for obsolete and slow moving items.

Notes to the Accounts for the year ended 31 December 2019

1.10 Pension costs

The charity operates a Group Personal Pension Scheme (Money Purchase). Contributions are made to employees' personal pension plans, the majority of which are now within the group scheme. The amount charged to the Statement of Financial Activities represents the contributions payable to such schemes in respect of the accounting period and amount to £208,234 (2018: £196,732).

1.11 Operating lease agreements

Rentals applicable to operating lease agreements where substantially all the benefits and risks of ownership remain with the lessor are charged against profit on a straight line basis over the period of the lease.

1.12 Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities are retranslated at the rate of exchange prevailing at the balance sheet date. All differences are taken to the Statement of Financial Activities.

1.13 Non-derivative financial instruments

Non-derivative financial instruments comprise trade and other debtors, cash and cash equivalents and trade and other creditors.

1.14 Debtors and creditors receivable/payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the statement of financial activities.

1.15 Cash and cash equivalents

Cash and cash equivalents in the balance sheet comprise cash at bank and in hand. For the purpose of the cash flow statement, cash and cash equivalents are net of bank overdrafts which are payable on demand.

2 Net income/(expenditure)

	2019 £	2018 £
The net income/(expenditure) for year is stated after charging:		
Audit Fee	4,800	4,800
Depreciation and other amounts written off tangible fixed assets:		
Owned Assets	142,837	55,319
Profit on Disposal of Fixed Assets	520,667	-
Staff Pension Costs	208,234	196,732

Notes to the Accounts for the year ended 31 December 2019

3 Donations and Legacies

	Unrestricted funds £	Restricted funds £	Total 2019 £	Total 2018 £
Regular donations	3,004,185	-	3,004,185	2,885,894
Ad hoc donations	589,942	515,616	1,105,558	1,702,139
Legacies	66,340	-	66,340	40,384
	<u>3,660,467</u>	<u>515,616</u>	<u>4,176,083</u>	<u>4,628,417</u>

Regular Donations is the income received by bank standing order or direct debit. Tax recoverable in respect of donations amounted to £560,045 (2018: £526,389) and this has been included within the relevant categories of income.

4a Total income

	Total 2019 £	Total 2018 £
Donations and legacies	4,176,083	4,628,417
Sales of resources and donated goods	78,940	95,703
Fees for seminars and training events	143,933	175,380
Royalties	1,581	827
Interest received	7,171	6,699
Gain on property disposal	512,422	-
Other income	16,076	20,349
	<u>4,936,206</u>	<u>4,927,375</u>

During the year the charity sold its property at Garth House in Taffs' Well and made a gain on disposal of £512,422.

4b Income from charitable activities

	Unrestricted funds £	Restricted funds £	Total 2019 £	Total 2018 £
Events, Conferences and Training	121,223	-	121,223	157,091
Family-Building Breaks	22,710	-	22,710	18,289
Resources and Courses	71,872	7,068	78,940	95,703
	<u>215,805</u>	<u>7,068</u>	<u>222,873</u>	<u>271,083</u>

Notes to the Accounts for the year ended 31 December 2019

5 Cost of charitable activities

	Unrestricted funds £	Restricted funds £	Total 2019 £	Total 2018 £
Events, Conferences and Training	1,680,861	170,827	1,851,688	1,708,336
Family-Building Breaks	520,114	18,004	538,118	508,618
Resources and Courses	612,711	165,724	778,435	762,437
Volunteer Networks and Befriending	673,732	20,654	694,386	597,077
	<u>3,487,418</u>	<u>375,209</u>	<u>3,862,627</u>	<u>3,576,468</u>

6a Analysis of total resources expended

	Staff costs £	Other costs £	Total 2019 £	Total 2018 £
Cost of raising funds:				
Costs of generating voluntary income	131,701	127,564	259,265	247,675
Investment management costs	-	6,076	6,076	7,200
	<u>131,701</u>	<u>133,640</u>	<u>265,341</u>	<u>254,875</u>
Charitable activities:				
Events, Conferences and Training	847,953	1,003,735	1,851,688	1,708,336
Family-Building Breaks	313,716	224,402	538,118	508,618
Resources and Courses	390,789	387,646	778,435	762,437
Volunteer Networks and Befriending	440,256	254,130	694,386	597,077
	<u>2,124,415</u>	<u>2,003,553</u>	<u>4,127,968</u>	<u>3,831,343</u>

6b Analysis of support costs

	Management & Accounting £	Governance £	Information Technology £	Human Resources £	Total 2019 £
Cost of generating funds:					
Voluntary income	9,894	3,048	10,817	2,969	26,728
Charitable activities:					
Events, Conferences and Training	64,924	20,120	75,668	19,503	180,215
Family-Building Breaks	24,526	7,650	30,493	7,376	70,045
Resources and Courses	29,713	9,188	33,846	8,922	81,669
Volunteer Networks and Befriending	33,545	10,380	38,478	10,074	92,477
	<u>162,602</u>	<u>50,386</u>	<u>189,302</u>	<u>48,844</u>	<u>451,134</u>

Notes to the Accounts for the year ended 31 December 2019

7 Staff numbers and cost

The average number of staff employed during the year was 87 (2018: 86).

The average number of full time equivalent staff employed by the charity during the year, analysed by category, including support staff was as follows:

	2019	2018
	Number	Number
Events, Conferences and Training	26	23
Family-Building Breaks	10	11
Resources and Courses	13	13
Other Programmes	12	13
Activities for Generating Funds	3	3
Management & Admin.	1	1
Support	4	4
	<u>69</u>	<u>68</u>

	£	£
Wages and salaries	1,888,923	1,748,779
Social security costs	146,443	127,353
Pension costs	208,234	196,732
Benefits in kind	21,073	19,082
Termination and redundancy	-	2,169
	<u>2,264,673</u>	<u>2,094,115</u>

	2019	2018
	Number	Number
£60,000 - £70,000	<u>1</u>	<u>0</u>

No trustee received any remuneration during the year for their services as a trustee (2018: nil).

Trustees received reimbursement of expenses during the year of £530 (2018: £476). These expenses covered the costs of travel and subsistence and meeting costs. The total number of trustees who were paid expenses was 2 (2018: 2).

The total employment benefits, including employer pension contributions, of the key management personnel of the charity were £247,773 (2018: £238,135).

Notes to the Accounts for the year ended 31 December 2019

8 Fixed assets - Intangible

	Computer Software	Total Assets
Cost		
At 1 Jan 2019 and 31 Dec 2019	<u>144,783</u>	<u>144,783</u>
Depreciation		
At 1 Jan 2019	143,147	143,147
Charge for the year	1,636	1,636
Disposals	-	-
At 31 Dec 2019	<u>144,783</u>	<u>144,783</u>
Net Book Value		
At 31 Dec 2019	<u>-</u>	<u>-</u>
At 31 Dec 2018	<u>1,636</u>	<u>1,636</u>

9 Fixed assets - Tangible

	Freehold Property	Motor Vehicles	Office Equipment	Video Masters	Total Assets
Cost					
At 1 Jan 2019	3,240,639	120,820	404,016	51,831	3,817,306
Additions	33,957	25,823	121,952	-	181,732
Disposals	(304,105)	(20,980)	(47,602)	-	(372,687)
At 31 Dec 2019	<u>2,970,491</u>	<u>125,663</u>	<u>478,366</u>	<u>51,831</u>	<u>3,626,351</u>
Depreciation					
At 1 Jan 2019	60,986	106,893	108,117	51,831	327,827
Charge for the year	50,087	15,002	77,748	-	142,837
Disposals	(57,000)	(20,980)	(47,050)	-	(125,030)
At 31 Dec 2019	<u>54,073</u>	<u>100,915</u>	<u>138,815</u>	<u>51,831</u>	<u>345,634</u>
Net Book Value					
At 31 Dec 2019	<u>2,916,418</u>	<u>24,748</u>	<u>339,551</u>	<u>-</u>	<u>3,280,717</u>
At 31 Dec 2018	<u>3,179,653</u>	<u>13,927</u>	<u>295,899</u>	<u>-</u>	<u>3,489,479</u>

Included in Freehold Property are costs of £450,000 (2018: £604,105) in respect of Freehold Land.

Notes to the Accounts for the year ended 31 December 2019

10 Fixed Asset Investments

	2019	2018
	£	£
Market Value		
Listed investments:		
Opening market value	193,790	437,913
Additions	349,948	87,952
Disposals proceeds	(107,068)	(312,396)
Portfolio revaluation	28,495	(19,679)
	<hr/>	<hr/>
	465,165	193,790
Cash held as part of portfolio	15,143	256,071
	<hr/>	<hr/>
Closing market value	480,308	449,861
	<hr/>	<hr/>
Historic cost at year end	453,877	203,855
	<hr/>	<hr/>

All investments are held primarily to provide an investment return for the charity.

11 Stock

	2019	2018
	£	£
CDs and DVDs	1,469	5,046
Books	76,278	84,795
	<hr/>	<hr/>
	77,747	89,841
	<hr/>	<hr/>

Stock written-off during the year as a result of a review of slow moving and obsolete stock was £nil (2018: £nil).

12 Debtors

	2019	2018
	£	£
Due within one year -		
Trade debtors	4,674	3,989
Prepayments and accrued income	100,199	113,202
VAT	37,219	159,539
Gift Aid Tax recovery receivable	52,829	52,400
Other debtors	-	1,000
	<hr/>	<hr/>
	194,921	330,130
	<hr/>	<hr/>

Notes to the Accounts for the year ended 31 December 2019

13a Creditors: Amounts falling due within one year

	2019	2018
	£	£
Due within one year		
Trade creditors	36,253	147,126
Mortgage	76,660	47,270
Other loans	30,000	30,000
PAYE and National Insurance	41,006	38,602
Salaries and Pensions contributions payable	19,029	16,281
Accruals and deferred income	205,841	266,459
	<u>408,789</u>	<u>545,738</u>

Included in Accruals is deferred income of £116,980 (2018: £125,145) as follows:

	2019	2018
	£	£
Brought forward	125,145	161,183
Additions	116,980	125,145
Credit to the income and expenditure account	(125,145)	(161,183)
Carried forward	<u>116,980</u>	<u>125,145</u>

The deferred income relates to events taking place after the year end.

13b Creditors: amounts falling due after more than one year

	2019	2018
	£	£
Mortgage	753,732	830,495
Other loans	60,000	90,000
	<u>813,732</u>	<u>920,495</u>

Of which amounts are repayable by instalments:

Second year	82,007	79,073
Third to fifth year	198,170	218,742
More than five years	<u>533,555</u>	<u>622,680</u>

The mortgage is secured by a first legal charge on the property at Tovey House.

Notes to the Accounts for the year ended 31 December 2019

14 Leasing commitments

The company's future minimum operating lease payments are as follows:

	2019	2018
	£	£
Within one year	18,381	16,209
Between one and five years	20,408	21,021
	<u> </u>	<u> </u>

The total lease payments recognised as an expense during the year was £23,637 (2018: £21,017).

15 Unrestricted funds

	General fund £	Designated funds £	Total £
Balance at 1 January 2019	3,439,830	467,750	3,907,580
Incoming resources	4,413,522	-	4,413,522
Outgoing resources	(3,632,055)	(120,704)	(3,752,759)
Investment gains	28,495	-	28,495
Transfers between funds	(86,491)	86,491	-
Transfers from restricted fund	14,921	-	14,921
	<u> </u>	<u> </u>	<u> </u>
Fund balance at 31 December 2019	4,178,222	433,537	4,611,759
	<u> </u>	<u> </u>	<u> </u>

Notes to the Accounts for the year ended 31 December 2019

16 Designated funds

	Balance at 1 Jan 2019 £	Incoming resources £	Outgoing resources £	Transfers £	Balance at 31 Dec 2019 £
Single Parent Support	15,000	-	(14,975)	-	25
Online Let's Stick Together	5,000	-	(1,896)	-	3,104
Contingency Fund	120,000	-	-	20,000	140,000
Wales Representative	30,000	-	(14,813)	(15,187)	-
Resource Course Giveaways	25,000	-	(17,737)	17,737	25,000
Conferences and Festivals	30,000	-	(30,100)	35,100	35,000
Integrated Web Framework	106,000	-	(13,669)	7,669	100,000
Schools Presentation Materials	16,200	-	(908)	-	15,292
Branding Development	70,000	-	(2,905)	(32,095)	35,000
Office Transition	15,000	-	(18,121)	3,121	-
Playtime Event	1,850	-	(1,024)	-	826
Time Out Materials	5,000	-	(4,410)	-	590
Church Representatives	5,000	-	-	(5,000)	-
Digital Materials	10,000	-	-	-	10,000
Blended Families	3,700	-	-	-	3,700
Careline	10,000	-	(146)	(9,854)	-
Live Streaming Development	-	-	-	10,000	10,000
Mental Well Being	-	-	-	10,000	10,000
Legacy Development	-	-	-	10,000	10,000
Tovey House Conferences	-	-	-	15,000	15,000
Pastoral Training for Churches	-	-	-	20,000	20,000
	<u>467,750</u>	<u>-</u>	<u>(120,704)</u>	<u>86,491</u>	<u>433,537</u>

Single Parent Support – Salary and activity costs related to providing specific support for those parenting alone.

Online Let's Stick Together – Development of training modules for LST presenters that can be accessed remotely at a time and place convenient to our trainee volunteer presenters.

Contingency Fund – To provide for organisational transition and succession planning.

Wales Representative – Salary and activity costs of Wales Parent Support Representative.

Resource Course Giveaways – For the purchase of stock of existing *Parentalk* and *Marriage By Design* courses.

Conferences and Festivals – To develop the work of resourcing delegates at conferences and festivals which take place throughout the UK. These costs will cover overheads to attend, exhibit and deliver material at these events.

Integrated Web Framework – To fund the refurbishment of the software infrastructure to meet modern demands due to the use of smart and mobile technology. This fund is set aside to cover the costs of research, review and successful implementation of various cloud-based solutions integral to the day-to-day operations of Care for the Family. Incorporated into this fund is the refurbishment costs of the website.

Notes to the Accounts for the year ended 31 December 2019

16 Designated funds (continued)

Schools Presentation Material – To produce a digital resource for use in a school environment to equip parents.

Branding Development – To provide for a review and updating of the charity's brand, image and messaging, in order to reach and help more families with the charity's services.

Office Transition – To subsidise the additional costs for staff who have been financially impacted by the relocation. This is a fixed-term fund with specified criteria as to what costs will be covered and for whom.

Playtime Event – To resource the trial of a local Playtime event, to supplement our national UK conference and network that supports Toddler Group leaders.

Time Out Materials – For the creation of audio-visual materials to accompany *Time Out for Parents* materials already rolled out across the UK.

Church Representatives – To seed-fund the development and trial of a programme of church representatives to aid the work of CFF in local communities.

Digital Materials – To purchase hardware equipment.

Blended Families – To develop resources and an initiative for Blended Families.

Careline – To resource a review and revision of the Careline Telephone Services that are an essential support service to many hurting families across the UK.

Live Streaming Development – To develop the delivery of online events, seminars and training.

Mental Wellbeing – To develop a course to help parents develop positive mental health in their children.

Legacy Development – To refresh and replace the literature promoting legacy giving.

Tovey House Conferences – To develop the delivery of events at Tovey House.

Pastoral Training for Churches – To develop and pilot new training for churches on how to provide pastoral support for their communities, particularly related to couple support, parenting and bereavement.

Notes to the Accounts for the year ended 31 December 2019

17 Restricted funds

	Balance at 1 Jan 2019 £	Incoming resources £	Outgoing resources £	Transfers £	Balance at 31 Dec 2019 £
Bereaved Parents Network	26,939	14,973	(3,284)	-	38,628
Building Fund	322	14,599	-	(14,921)	-
Marriage Enrichment	3,460	-	-	-	3,460
Parent Support Network	4,919	-	(1,000)	-	3,919
Fostering and Adoption	6,630	-	(6,630)	-	-
The Kitchen Table Project	27,655	288,031	(299,940)	-	15,746
Digital Media	22,811	30,000	(52,811)	-	-
Faith in the Family	21,544	27,233	(10,206)	-	38,571
CRM Project	-	142,980	-	-	142,980
Other Funds	100	4,868	(1,338)	-	3,630
	<u>114,380</u>	<u>522,684</u>	<u>(375,209)</u>	<u>(14,921)</u>	<u>246,934</u>

Bereaved Parents Network – Providing support for parents who have experienced the loss of a child.

Building Fund – For the development of suitable headquarters facilities for the charity. During the year the building work at Tovey House was completed and so with the restriction on the Building Fund being met, the balance was transferred to the General Fund.

Marriage Enrichment – For the production and marketing of resources designed to strengthen couple relationships.

Parent Support Network – Salary and activity costs related to providing support for parents, primarily through courses and the volunteer network.

Fostering and Adoption – Raising awareness of the need for foster carers and adoptive parents, and providing encouragement and support to those who might consider fostering or adopting a child currently in care.

The Kitchen Table Project – Equipping Christian parents to support their children's spiritual development.

Digital Media – To fund a major review of the way we engage with existing and new constituents by Digital and Social Media, and to execute and evaluate pilot initiatives.

Faith in the Family – To amalgamate and develop new and existing church-focused events and resources.

CRM Project – To procure and implement a new CRM application.

Notes to the Accounts for the year ended 31 December 2019

18 Analysis of net assets between funds

	General funds £	Designated Funds £	Restricted funds £	Total Funds 2019 £	Total Funds 2018 £
Intangible assets	-	-	-	-	1,636
Tangible assets	3,280,717	-	-	3,280,717	3,489,479
Investment assets	480,308	-	-	480,308	449,861
Cash at bank and in hand	1,367,050	433,537	246,934	2,047,521	1,127,246
Other net current assets/ (liabilities)	(136,121)	-	-	(136,121)	(125,767)
Creditors: Amounts falling due after more than one year	(813,732)	-	-	(813,732)	(920,495)
	<u>4,178,222</u>	<u>433,537</u>	<u>246,934</u>	<u>4,858,693</u>	<u>4,021,960</u>

19 Taxation

As a charity, Care for the Family is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

20 Related parties

Norman Adams, a member of the Council of Management, and Rob Parsons, a member of the Executive Team, are trustees of the Salt Trust. During the year the charity paid a donation of £10,000 to the Salt Trust (2018: £10,000).

Samantha Callan, a member of the Council of Management, provided specialist consultancy services to the charity, for a very reasonable fee, compared to the market value. The total paid to her during the financial year was £3,395 (2018: £6,314). The charity owed Samantha Callan £nil (2018: £2,500) at the end of the financial year.

The total donations made to the charity by related parties was £6,740 (2018: £126,775).

21 Company limited by guarantee

The company is limited by guarantee and so has no share capital. The members of the charitable company have agreed to contribute up to £10 each in the event of the dissolution of the company.

22 Analysis of Net Debt

	At 1 Jan 2019 £	Cashflow £	At 31 Dec 2019 £
Net Cash:			
Cash at bank and in hand	1,127,246	920,275	2,047,521
Debt:			
Debts falling due within one year	(77,270)	(29,390)	(106,660)
Debts falling after one year	(920,495)	106,730	(813,732)
	<u>(997,765)</u>	<u>77,373</u>	<u>(920,392)</u>
Total	<u>127,481</u>	<u>997,648</u>	<u>1,127,129</u>

Notes to the Accounts for the year ended 31 December 2019

**23 Statement of Financial Activities (including income and expenditure account)
for the year ended 31 December 2018**

	Unrestricted funds £	Restricted funds £	Total 2018 £
Income from:			
Donations and legacies	3,648,876	979,541	4,628,417
Charitable activities	271,083	-	271,083
Investments			
Bank interest received	6,699	-	6,699
Dividend income	7,021	-	7,021
Other	14,155	-	14,155
Total Income	<u>3,947,834</u>	<u>979,541</u>	<u>4,927,375</u>
Expenditure on:			
Raising funds	254,875	-	254,875
Charitable activities	3,120,657	455,811	3,576,468
Total Expenditure	<u>3,375,532</u>	<u>455,811</u>	<u>3,831,343</u>
Net gain on investments	<u>(19,679)</u>	<u>-</u>	<u>(19,679)</u>
Net income/(expenditure and Net movement in funds before transfers	552,623	523,730	1,076,353
Transfers between funds	1,095,098	(1,095,098)	-
Net income/(expenditure) and Net movement in funds	1,647,721	(571,368)	1,076,353
Reconciliation of Funds			
Total funds brought forward	<u>2,259,859</u>	<u>685,748</u>	<u>2,945,607</u>
Total funds carried forward	<u><u>3,907,580</u></u>	<u><u>114,380</u></u>	<u><u>4,021,960</u></u>

Notes to the Accounts for the year ended 31 December 2019

24 Designated Funds for the year ended 31 December 2018

	Balance at 1 Jan 2018 £	Incoming resources £	Outgoing resources £	Transfers £	Balance at 31 Dec 2018 £
Single Parent Support	45,098	-	(22,235)	(7,863)	15,000
Online Let's Stick Together	6,000	-	(1,036)	36	5,000
Contingency Fund	100,000	-	-	20,000	120,000
Wales Representative	15,000	-	(13,865)	28,865	30,000
Resource Course Giveaways	26,000	-	(14,624)	13,624	25,000
Conferences and Festivals	12,000	-	(3,828)	21,828	30,000
Integrated Web Framework	135,000	-	(2,550)	(26,450)	106,000
Schools Presentation Materials	16,200	-	-	-	16,200
Branding Development	20,000	-	(20,000)	70,000	70,000
Kingdom Men NI	2,000	-	(2,000)	-	-
Office Transition	-	-	-	15,000	15,000
Playtime Event	-	-	-	1,850	1,850
Time Out Materials	-	-	-	5,000	5,000
Church Representatives	-	-	-	5,000	5,000
Digital Materials	-	-	-	10,000	10,000
Blended Families	-	-	-	3,700	3,700
Careline	-	-	-	10,000	10,000
	<u>377,298</u>	<u>-</u>	<u>(80,138)</u>	<u>170,590</u>	<u>467,750</u>

Notes to the Accounts for the year ended 31 December 2019

25 Restricted Funds for the year ended 31 December 2018

	Balance at 1 Jan 2018 £	Incoming resources £	Outgoing resources £	Transfers £	Balance at 31 Dec 2018 £
Bereaved Parents Network	7,915	21,747	(2,723)	-	26,939
Building Fund	588,025	507,395	-	(1,095,098)	322
Marriage Enrichment	9,289	-	(5,829)	-	3,460
Single Parent Support	2,171	-	(2,171)	-	-
Parent Support Network	4,943	-	(24)	-	4,919
Fostering and Adoption	6,630	-	-	-	6,630
The Kitchen Table Project	28,935	329,194	(330,474)	-	27,655
Digital Media	14,840	120,000	(112,029)	-	22,811
Faith in the Family	23,000	475	(1,931)	-	21,544
Other Funds	-	730	(630)	-	100
	<u>685,748</u>	<u>979,541</u>	<u>(455,811)</u>	<u>(1,095,098)</u>	<u>114,380</u>