



**family  
lives**

***Family Lives Annual  
Report and Accounts  
2018/19***

***We build better family lives together***



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# ***Welcome from our chair and chief executive***

We know that vulnerable children often live within lower-income families, but that asking for help as a parent or carer can be one of the hardest things to do. Our work recognises the link between early intervention and crisis support, because if we get the first bit right then we can often alleviate a crisis.

The support provided through our helpline, through our website, and our community services are about ensuring the best chance for everyone, regardless of what they are having to cope with.

As a professional volunteer-led organisation we work with families across the country from diverse social and cultural backgrounds, families parenting together or apart, families with disability, families experiencing violence, poverty, low income or who are worried about online bullying and adolescent behaviour.

Vulnerability can affect any family and may be most acutely felt at a time of relationship breakdown between a parent and their child or when the family itself breaks down and parents separate. If individuals are supported before a crisis, the outcomes are considerably better; emotional and mental health improves and decisions can be made for the future whether they are about money, relationships within the family or just finding the courage and understanding to start again.

Sometimes life can be very challenging, and a range of events can escalate making it all but impossible to cope with a wide range of competing demands – this is where the care and compassion of a conversation over the phone or with one of our community-based team can make all the difference.

We face difficult times over the next few years, as demand for our services grow but resources diminish. We have, together with our service users, funders, volunteers and staff, consulted widely to see how we can deliver more for less, but also make the most of what we have and have set this out in our strategic plan for 2019 to 2021 which you can read more about in this report.

Our focus over these next three years will be to provide early intervention and crisis support to more families, to increase our volunteer numbers to meet ongoing demand, and also to develop our digital offer to ensure that we are providing the most accessible and cost effective range of services for those who need us.

We look forward to working with you to make this a success.

Anastasia de Waal, Chair

Jeremy Todd, Chief Executive



***“The experience I had, and what I learned, being part of Family Lives is incredible.”***

***“Somebody to listen and empathise, a sounding board – someone who gets it, who believes what you’re saying.”***

***“I feel better now I’ve talked to you. It is so helpful to be able to talk to someone who is not involved in my situation. No-one else was listening to me.”***



# ***Summary of achievements and plans for the future***

Over **3 million** website users

Over **34,000** calls to our helpline answered

**17%** rise in the number of overall calls received to our family support helpline

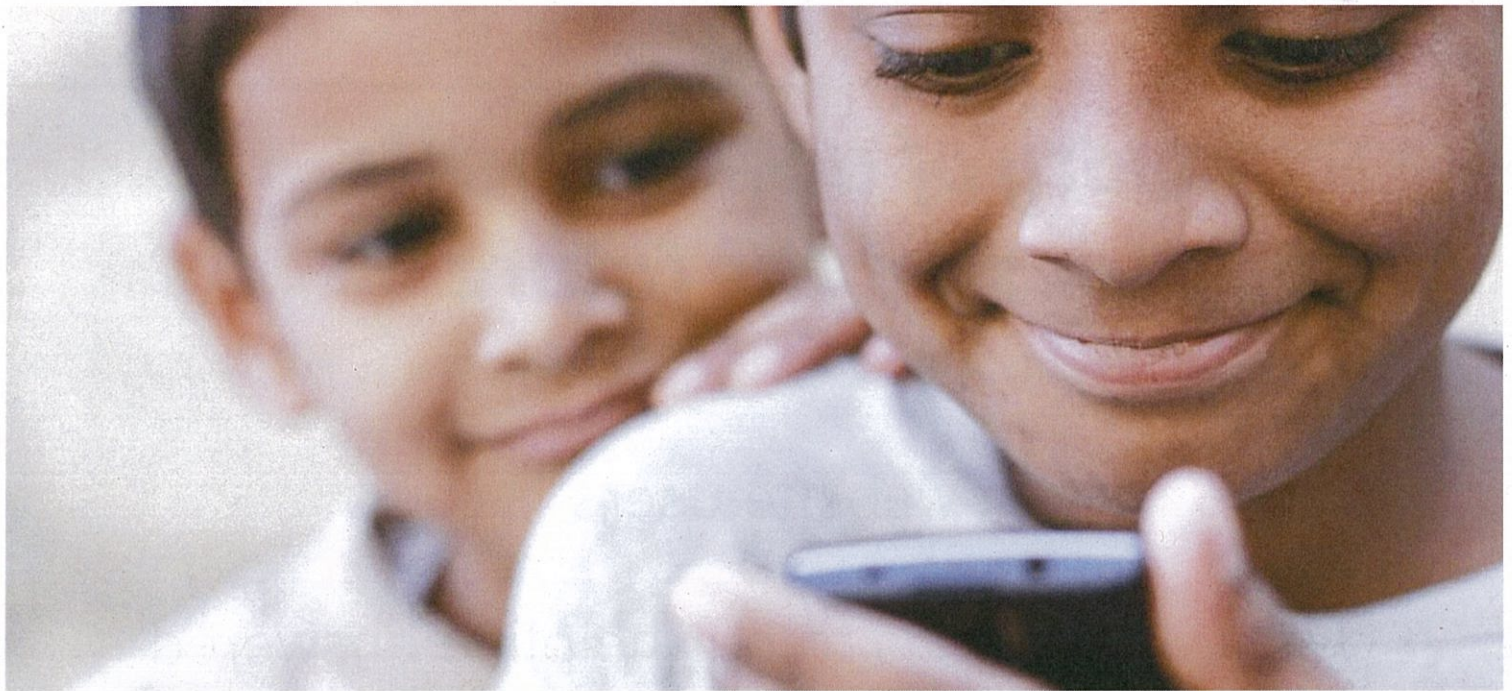
**7,829 adults and young people** supported through community services

Our volunteers donated **18,045 hours** to support families

We responded to over **1,600 emails** to our [askus@familylives.org.uk](mailto:askus@familylives.org.uk) services

Over **300,000 followers** on social media





## What we do

Family Lives was formed over forty years ago by volunteers with the aim of ensuring that all parents had somewhere to turn before they reached crisis point.

We know that the right support at the right time makes all the difference. Family Lives provides targeted early intervention and crisis support to families who are struggling. The issues we support families with include debt, emotional and mental health, family breakdown and challenging relationships and behaviour.

We know the difference being able to access appropriate timely support can make to families in crisis; knowing there is someone at the end of the phone who will listen to them. And we know the longer-term impact of early intervention with families, such as through the ParentChild+ programme which supports the home-learning environment, and our family befriending programmes.

The expertise of our staff and volunteers is at the heart of everything we do, and we work together with them to support families through our range of services. We have always been a volunteer-led

organisation and we simply couldn't do it without our 300+ volunteers, alongside our dedicated staff team. Many of our volunteers began their relationship with us as service users but have stayed to support others on their journey – a testament to the support they themselves received

Our crisis support, provided through our helpline for over 40 years, has always been at the heart of what we do. Over the last year, demand has continued to increase and outstrip our ability to help as many families as we would like.

We have built up long-standing programmes in the areas we work in across England, providing support to thousands of families through our befriending, and in 2018 introduced ParentChild+ which we are now trialling and expanding.

Last year alone we answered 34,000 calls to our helpline, hosted 3 million web users, and supported over 7,500 adults and young people through community services. But there are many more who need our services.



## ***Vision***

Families should have access to active support and understanding

## ***Mission***

We build better family lives together

## ***Our values***

Collaborative

Compassionate

Trustworthy



# **Strategic plan 2019-2021**

## **Vision**

Families should have access to active support and understanding

## **Mission**

We build better family lives together

## **Values - we do this by being:**

Compassionate, collaborative and trustworthy

## **Our strategic aims are to:**

- 1. Provide targeted early intervention and crisis support for more parents and carers who are struggling and are in need**
- 2. Work together with volunteers to support more families**
- 3. Make sure families can access support in the way they need it at the right time (digital development)**

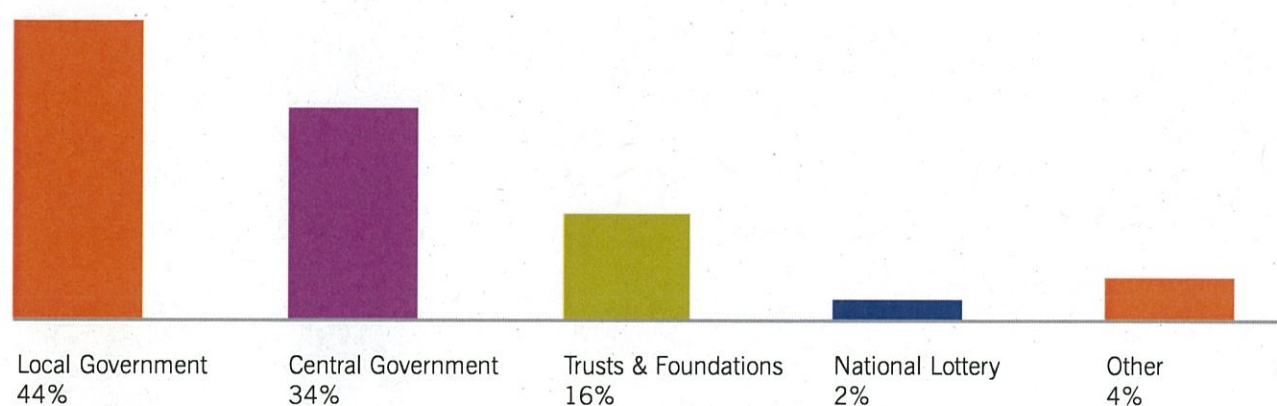
## **Areas we will work on to enable our strategy:**

- Corporate fundraising
- Implementation of suggested positioning across all areas of work
- Internal culture project

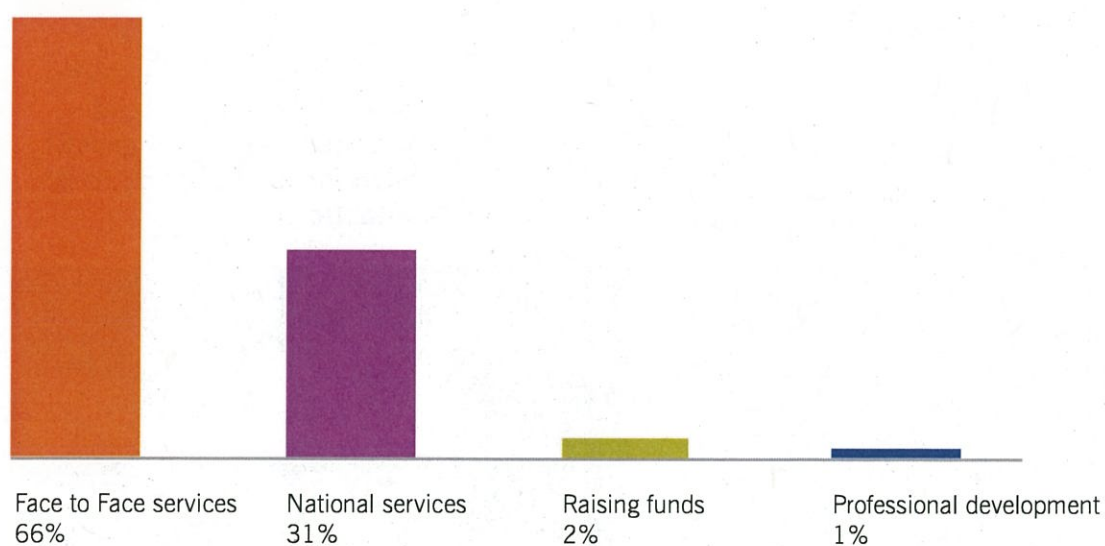


# ***Our finances 2018-19: summary***

## ***Source of income***



## ***Summary of expenditure***





# Reaching our strategic aims

Family Lives' aims over the past three years have been to:

- Generate sufficient income to ensure the delivery and sustainability of its services.
- Be a cost-effective organisation providing value for money that is competitive within both the charitable and private sector. We aim to be creative, responsive and flexible in how we respond to changes and challenges within a difficult funding environment.
- Be recognised as a primary organisation that provides information and support to anyone parenting a child and those working with them – known nationally, locally and regionally as being authoritative, professional, helpful, reliable and caring in support of the family.
- Continue to develop individuals and services that are professional, and are assionate about working for and with parents and families, for the benefit of children and young people, taking a family-centred approach to all its work, including during and after separation or divorce.
- Be a collaborator and seek strategic partnerships to enhance our 'offer' to families and practitioners through close working with other relevant agencies.
- Maintain its role and focus as a core grassroots volunteer-based organisation, ensuring responsiveness, integrity and efficiency in our delivery.

## Our volunteers

Our volunteers are at the very centre of the services we provide to families, both in the community and through our helpline. Over the last year, our volunteers donated over 18,045 hours of support though the helpline and face-to-face services.

All volunteers receive substantial training before going on to support families. This is followed up with ongoing professional development and supervision. Our helpline call-takers undertake a 30-hour training programme to ensure they are equipped to become skilled and effective call-takers. They support callers with a wide range of issues, with care and respect. Our volunteers often benefit just as much as the people they support and the confidence they have built has helped them to go on to higher education or found employment.

**"I have thoroughly enjoyed my time with Family Lives. It has been a fantastic opportunity that I absolutely love and both staff and families have been great!! Thank you so much for allowing me to be a part of this fantastic service!"**







## Family support helpline and email service

Our helpline continues to support as many parents as possible, thanks to the support of our dedicated volunteers who donated over 14,500 hours of their time answering calls and undertaking associated administrative tasks.

Parents call Family Lives' helpline at times when they are most in need of support and information, often in highly distressing situations. Our call-takers use a counselling process to enable the caller to open up and explore the reasons for their families' difficulties and consider further actions they could take to improve their situation.

This year we answered just over 34,000 calls, with an increase of 17% in the number of overall calls received to our family support helpline. We continue to meet our funder targets but are actively looking for ways to meet the rising demand for support from vulnerable families. At the end of March 2019, we had 133 trained volunteer call-takers, after training 68 new volunteers this year.

Our helpline continues to support all members of the family: 44% of callers are mothers and 29% fathers. 34% of callers are on a household income of below £15,000 per annum, and 52% are single parents. Our helpline is an accessible and confidential service, complemented by online advice and resources, as well as our community services.

Evaluative questions asked at the end of calls during February 2019 show the following:

- Over 99% of callers were satisfied with the service they received with just over 80% saying that they were very satisfied.
- 98% of callers said they would use the service again.

**"I just felt on the floor with my emotions and this has helped me so much. It is just overwhelming and it is great to talk it through."**

**"Somebody to listen and empathise, a sounding board - someone who gets it, who believes what you're saying."**

In 2018, we were able to reintroduce an email support service providing families with an alternative way of seeking support, according to their needs. We responded to over 1,600 emails with 99% of initial email responses being sent within 24 hours and 100% of the continuing support responses sent within 72 hours.

**"The chance to share in a non-judgemental and confidential way, and it was instant. This is very important. I needed to speak with someone and you were there."**





## Online advice and support

We received over 3 million users to our website (an increase of 23%). Three quarters of visitors are specifically looking for information, with top issues being advice around social services, teen violence, bullying and children's behaviour. We continually seek to add new information, this year creating a specific section covering the early years, featuring articles around play, singing, and reading with babies and young children, including a set of videos produced to help parents and carers understand the benefits of singing with their baby or child.

Over three quarters of website visitors said they would recommend the website, and 70% rated the information as good or excellent.

Our website users also represent diverse demographics with 21% on household incomes of under £15,000 per annum, and 22% considering themselves to have a disability or special educational needs. The majority of website visitors are mothers, but we also support fathers and other members of the family.

We are pleased that our online advice continues to mean that 30% of visitors said the information/advice they received meant they no longer needed

to contact another service (social care and GP being the most popular other services).

## Community services

### Westminster outreach and volunteer befriending

Family Lives provides outreach services across the London borough of Westminster to improve the health and wellbeing of vulnerable families with children age 0-5. We focus on an integrated outreach service by providing home visiting as well as long-term befriending support.

Our outreach service is well established in the area and acts as a vital bridge to families accessing other support services they need. Among the key issues we support families with are finance and welfare benefits, physical and mental health, housing and domestic violence.

The volunteer befriending project is the second stage of intensive outreach support, whereby outreach workers make the initial contact and brief intervention with families before it is passed over to befriending, where trained volunteers carry on the work. Volunteers support families to parent, reduce their isolation and access services.

We target support to families with new-born babies



who live in the 10% most deprived postcodes in Westminster and reach these families to provide information and support. Between 80-100% of the families receive outreach support.

### **Westminster befriending for families with children age 0-5**

Volunteer befriending provides emotional and practical support to parents with pre-school children to encourage parents to positively interact with their children and access services, including our own helpline and online resources.

Staff and volunteers enable parents to build a strong working relationship with drop-in staff in their local children centres. This helps parents to continue getting the support they need once we have finished working with them. This approach helped reduce isolation and encouraged parents to develop their support network.

**“It gave me a confidence boost knowing that someone will visit me and I can talk about what’s going on for me in my language.”**

### **Westminster befriending for families with children age 5-16**

All volunteers are trained to support the parents and to provide information and signposting for other local services. Volunteers may attend appointments with the family applying for grants, assisting with foodbanks and Citizens Advice. We support many non-English speaking parents and parents who are new to the country and who are not aware of the welfare and support systems currently in place.

### **Westminster - supporting young carers**

We provide young people with one-to-one support, by visiting them regularly and building strong relationships with the children and their parents. This can help parents to understand their children’s needs even if they have physical or mental health issues. We also provide children with activities designed to help them manage stress and enable them to spend quality time with their peers. In school holidays we ran trips and workshops that included the wonder lab at the Science Museum, a climbing wall, a floating classroom and a trip to the Royal Opera House to see the Nutcracker.

### **Bexley mobile play team**

We provide a mobile play team in Bexley and are very pleased that this service has been extended until March 2021 and the team has recently grown

to meet demand with three new staff. The team delivered over 3,652 hours of play work across Bexley’s Children’s Centres (over and above the required amount) and has been addressing how to engage with hard to reach families by developing specific sessions which have been well received. We have developed our ‘Starting School’ programme and hope to roll this out to more schools in June/July 2019.

As part of our strategic review last year, we undertook a skills audit of our volunteers. As a result of this, in Bexley we now have volunteers working in additional areas, such as providing admin support in children’s centres and providing outreach support in the community. Two volunteers are working in our drop-in groups providing support to our play team. This has been a great success and we hope to develop this further during the year.

### **Lewisham family support**

Our service in Lewisham supports some of our most vulnerable families, to improve the lives and life chances of children and young people. The support is targeted at families with a Child in Need or Child Protection plan referred from the local family social work service.

The project aims to achieve specific outcomes agreed for each young person/family. Trained volunteers meet family members and support them through the challenges they face to make significant changes in their lives.

This year we supported around 50 families with the majority stepping down from their Child in Need plan, and occasionally their Child Protection plan, having learned and developed their skills to care for their children in a more compassionate and consistent manner.

Many parents are able to take up activities, find a job and achieve things that they never thought possible due to the improvements in their family life. Children are able to return or go to school and siblings to develop a closer relationship.

### **Ealing family coaching service**

In Ealing, we deliver family coaching services on behalf of the local authority. We support families with their parenting when they are facing complex needs and challenges, such as domestic abuse, mental ill-health, relationship support, special needs and isolation. The aim of the support to these





families is to improve children's potential and the life chances and outcomes for the whole family.

We support the families through a range of methods that include individual support, volunteer-led family coaching and facilitated parenting programmes.

Our work with families focusses on implementing strategies to help understand and manage their children's behaviour, particularly with children who have additional needs, and/or are awaiting a diagnosis for ASD or ADHD.

During the year, we worked with 91 families, supporting 127 children.

### **Hampshire intensive family support service**

This was the second year of our Intensive Family Support Service in Hampshire, reaching 93 families across seven areas of the county. These families were supported through an intensive coordinator who assessed the family's needs under Hampshire's 'Supporting families programme'.

Each family was given up to six months of support focused on children's education, which included the support to ensure adequate attendance, focused individual support plans within school, and ensuring specialist provision was sought if

appropriate. Other support areas that were included in the family plan and team around the family meetings were – financial exclusion, housing needs, health, including emotional wellbeing, anti-social behaviour or crime, domestic violence and abuse, and children's overall wellbeing and ability to thrive.

The project has been particularly successful in ensuring professionals are engaged with each other to ensure the family have access to the right level of support and education. At the conclusion of our intervention we ensure that the family has access to another named lead professional, to ensure the positive outcomes achieved are maintained and further support can be sought if needed.

### **Hampshire student wellbeing**

We provided support to students through group sessions, providing over 1,800 young people with knowledge around anti-bullying tools, how to keep themselves safe in relationships, information about the law regarding cyberbullying, sexual harassment and sexting. It also highlighted the help available through one-to-one sessions. This project was well received, with young people who were expected to drop out of college staying in education and engaged with their courses.



### **Bedford volunteering service**

The Bedford Volunteering service provided befriending support and parenting groups to parents and carers with children 0-19 years old who have an Early Help Single Assessment or are accessing Social Care. Working with Bedford Borough Children's Services the support is provided by our Family Support Coordinator and a team of 25-30 volunteers for between 6 to 12 weeks. The service involves assessing needs and providing appropriate information, advice, practical and emotional support to enhance families' ability to care for their children and provide a safe, nurturing home and increase children's social and emotional skills and ability to learn effectively.

### **RAF Northolt – forces families**

We supported forces families at RAF Northolt through a range of services, including taster workshops, intensive one-to-one befriending sessions and monthly drop-in sessions. Family Lives are offering support to these families through highly trained and experienced volunteers and staff. Families are supported to build positive relationships, to resolve conflict and to build resilience. New families are supported to integrate and to access services with the option to receive home visits where this is preferable.

### **Gloucestershire – Families in Mind service**

Our Families in Mind service provided befriending support to individuals with psychosis living in Gloucestershire. Our team of trained 'buddies' worked with individuals for approximately 6 months. Activities include finding and taking up new hobbies, getting out and about, meeting new people and making friends, and finding voluntary and paid employment. During the year, we supported 25 people through this service, with over 300 support sessions provided.

### **Midlands and North East**

'Your service ... has been invaluable to some of our service users, who may be isolated and not access local support. It has brought hope and light to some of our more marginalised.' Angie Berresford - Family Support Worker, Children's Integrated Services. 'I am going regularly to the gym and am following a programme. This is making me feel so much better and healthier. I am getting my CV done and then I am going to go back to learning how to drive.' Parent from Nottingham

### **Supporting kinship carers**

From April to October 2018 the Relative Experience project continued to provide befriending support to kinship carers in the Newcastle and Tyne and Wear area. Kinship carers are generally older







family members who take on the care of children due to the parents inability to do so. Kinship carers frequently face a huge number of challenges that include isolation, insufficient income to cover the increased household costs, fatigue and anxiety and family breakdown.

Volunteers and kinship carers agree a set of activities that might improve their situation together, and the volunteers then provide emotional and practical support and a listening ear. Accompanying a kinship carer to enrol for an IT course, reassuring them that having a night out with friends is beneficial to themselves and demonstrating breathing and relaxation techniques, have a huge impact on the kinship carers' ability to look after themselves and the children in their care.

### **Nottingham befriending service**

From April to June 2018 the Nottingham Befriending service provided support to vulnerable and low-income families. Volunteers and staff provided practical and emotional support and up-to-date advice tailored for their specific circumstances. The most isolated parents struggle even to leave the

house. We help identify progressive steps which reduced their isolation and enabled them to operate independently.

**'I was feeling so frustrated that I could not do the things I used to be able to and was embarrassed about my illness. I did not want to go out of the house. J inspired me to do it.'**

For one parent, the first small step was simply sitting in the garden talking together; for another it was walking to the bus stop and then to the local park, with our families having to overcome considerable self-doubt and personal vulnerability to achieve these outcomes.

**'I felt overwhelmed, but she encouraged me to write things down and helped me get back into society.'**

One parent started attending 'messy play' sessions with her young child and her volunteer accompanied her; others attended cooking sessions, Weight Watchers and parenting classes.



## **ParentChild+ (previously called Parent-Child Home Programme)**

Family Lives was awarded funding from the NESTA Innovation Fund to pilot the ParentChild+ with volunteers in Ealing, Nottingham and Newcastle starting in March 2018. Taking with them free toys and books, Early Years Home Visitors follow a structured 15-month programme, and families with 2-year olds who are not taking up their free nursery places receive 92 home visits.

The programme aims to improve the home learning environment, children's readiness for school, their long-term outcomes and close the achievement gap between low- and higher-income families.

Most families are currently half way through the programme and they are reporting many benefits including recognising the need to spend more one-to-one time playing and reading with their children (which in turn improves their relationship), children's confidence, vocabulary and speech progressing, and learning social skills by interacting with another adult.

## **Supporting professionals**

### **Parenting UK**

Parenting UK, part of Family Lives, provides advice for parenting professionals. As a result of our Strategic Review in 2018, we have made a few changes to our support for parenting professionals. Due to the high costs involved with running our membership website, we have now closed the Parenting UK website. We have transferred some of the resources and information over to our main Family Lives website where it is be available for anyone to see, and we no longer charge membership fees. We continue to share information relevant to parenting professionals, through our Family Lives newsletter and social media channels, as well as supporting the Parenting Programme Developers' Group.

Through our support for parenting professionals, we support the Parenting Programme Developers' Group which was formed at the beginning of 2015 to provide a forum for programme developers' voices to be heard at national policy level.

The aims of the group are to:

- Provide an opportunity for programme developers to meet regularly to share and exchange their experiences.
- Promote the adoption of best practice in parenting education.
- Provide a mechanism for developers to have a national voice.

## **Fundraising**

Times remain difficult for charities with competition for the funding available from both government and trusts becoming ever harder to secure. However, we continue to seek new grants to maintain our existing services, alongside developing work in new areas and engaging with an increasing number of issues that impact on family life.

Over the last year we have continued to seek ways to diversifying our income sources by working with corporate partners and raising income through donations as part of sales and promotions. Our community fundraising activities remain popular with our Wear Blue fundraising day and anti-bullying wristbands now becoming a regular part of many schools' activities.

## **Supporting staff and wellbeing**

Family Lives continues to focus on wellbeing. We hold the Investors in People kitemark and continue to be a Living Wage employer, ensuring that all staff are paid at least the voluntary Living Wage. This is a higher rate of base pay than the National Living/Minimum wage which attempts to meet more realistic basic living costs.



# Looking forward

We have just created our Strategic Plan for 2019-2021 and set out what we want to achieve over the next three years. We took the opportunity to undertake a strategic review during 2018, developed together with the families we support, our funders, our volunteers and staff.

## **Our Strategic Aims for 2019-2021 are to:**

**Provide targeted early intervention and crisis support for more parents and carers who are struggling and are in need.**

**Work together with volunteers to support more families.**

**Make sure families can access help in the way they need at the right time (Digital development).**

We want to be there for more families and this plan sets out how we are going to do this over the next three years.

We have identified the priority areas we need to focus on, both internal and external. We expect demand for our services to continue to increase, so we will focus on ensuring we can recruit and retain more volunteers and understand better how people want to volunteer so we can be more flexible and responsive.

We will also focus on how becoming a more digitally engaged organisation, both in the way we work and the way we deliver services, can ensure we reach more families and are more accessible. We will work with funders and service users to identify effective ways of providing support, building on our existing expertise and exploiting opportunities from new technology and innovations.





Two important new developments for Family Lives in the coming year will be involvement in a Randomised Controlled Trial in South Yorkshire which will test the effectiveness of the home learning environment programme, ParentChild+.

Building on our strong partnerships in London, we will also be taking on a social investment loan to deliver the programme in the boroughs of Westminster, and Kensington and Chelsea.

## **Aim One: Provide targeted early intervention and crisis support for more parents and carers who are struggling and are in need**

We firmly believe in the benefits of providing early support to families who are struggling, both in the outcomes for that family and the cost savings later on. We want to provide more families with the benefits of early support, whether that's through a befriender, or a ParentChild+ home visitor.

In 2018 we introduced ParentChild+ from the United States to the UK. ParentChild+ supports the home-learning environment through home visits - modelling with the parent as to how to support children to learn and play. ParentChild+

is an evidence-based programme and children who go through the programme enter school 10 months ahead of their chronological age and have a 30% higher education graduation rate than their peers.

A core part of our work is to provide a range of befriending programmes, these offer practical and emotional support to individuals and families who are often isolated and may need support with their mental health, debt, school attendance, employment or issues around anti-social behaviour.

### **How we will do it**

#### **Early intervention**

- We will increase our pilot ParentChild+ programme from 60 families to 300+ across the UK
- We will continue to secure grants & contracts to increase our befriending and intensive 1:1 support to support more families
- We will work in partnership with commissioners and funders to provide the right support to families

#### **Crisis support**

- Helping parents and carers cope by providing a listening ear and emotional support, information & advice
- Ensuring parents can find information whenever they need it, through our website and wider digital resources
- Aiming to answer 20% more callers to our helpline



## **Aim Two: Work together with volunteers to support more families**

Our incredible volunteers play such an essential part in our work. And we're going to need their help even more over the next three years. We will actively inspire more people to volunteer with us, wherever they live and however they want to volunteer. We will work harder to support them and help them develop their skills and passions, ensuring that workforce development remains central to all existing and new volunteers.

### **How we will do it**

- We will increase our volunteer base by 33% from 300 to 400+
- We will broaden and expand our staff and volunteers' contributions, roles and representation across the organisation
- We will give our volunteers a better experience – enhancing the way we engage with, train and support them
- We will improve how we use technology to support our volunteers and make their work easier

## **Aim Three: Make sure families can access help in the way they need at the right time (digital development)**

We recognise that in order to be cost-effective, efficient and to keep up with the changing needs of families, we need to become a more digitally engaged organisation bringing digital solutions to the heart of the organisation. We want to ensure that there are a number of access points for service users to gain support from Family Lives that are more effectively linked, enabling more choice for those who access our support. This will help us reach and support even more families in ways they want, by being better equipped and more sustainable. We will make the best use of digital technology and communications in all aspects of our work to reach out to and support more families, and in our engagement with volunteers, donors and funders.

### **How we will do it**

- We will benchmark how effectively we are using digital technology to support our work – and how we can do better
- We will develop a clear plan to use digital technology to help us provide better integrated services and support to more families
- We will make digital technology a major part of our charity and how we work, by developing new training and support for our staff and volunteers







# Financial results

## Summary

During the year the charity raised £2,395k (2018: £3,042k) and spent £2,283k (2018: £3,005k). After allowing for the allocation of the appropriate expenditure in the year against restricted funds, a surplus of £69k (2018: deficit of £90k) was added to the free reserves in line with the charity's policy.

This is the first surplus after three consecutive years of deficit. This is mainly due to measures taken to reduce core following restructuring of support team, we also carried out consultancy work during the year and implemented overall reductions of costs in other areas.

The free reserves of the charity, after allowing for fixed assets of £3k (2018: £6k) and designated funds of £27k (2018: £0k), stand at £842k (2018: £797k).

## Unrestricted funds

The charity raised £1,552k (2018: £1,403k) of general or unrestricted income. Expenditure of £1,483k (2018: £1,493k) was set against this, leaving a surplus of £69k (2018: deficit of £90k). The general reserves carried forward were £872k (2018: £803k).

## Designated funds

No designated funds was used during the year. Last year, £62k of designated fund was used for restructuring support functions necessary to ensure sustainability.

## Restricted funds

A total of £843k (2018: £1,639k) of restricted income was received in the year and there was a balance of £187k (2018: £60k) brought forward from the previous year. Expenditure of £800k (2018: £800k) was set against this leaving an amount of £230k (2018: £187k) to carry forward to fund restricted activities next year.

## Sources of income

£824k (2018: £857k) was received from Central Government sources, £1,060k (2018: £1,205k) was from Local Authority sources and £511k (2018: £980k) was from Trusts, Foundations, corporate bodies and individuals.

## Expenditure

Expenditure on National Services increased to £715k (2018: £674k) due to re-introduction of email services.

Expenditure on Face to Face services reduced to £1,518k (2018: £2,282k) as some grant funding mainly Big Lottery Relative Experience came to an end. However, new grants and contracts were secured during the year. The year also saw continuation and expansion of ParentChild+ project.

Investment in Professional Development increased to £17k (2018: £7k) with the introduction of DWP Reducing Parental Conflict, in addition investment in fundraising costs decreased to £33k (2018: £42k).

## Reserves Policy

The Board of Trustees has agreed a reserves policy whereby the unrestricted funds not committed or invested in tangible fixed assets, ('the free reserves'), held by the charity should provide sufficient funds for an orderly wind down of the charity, if necessary at some future date. At 31 March 2019 this equates to £568k, leaving a buffer of £272k out of total free reserve of £842k.

The Trustees are mindful of the potential need to use the charity's unrestricted reserve as a buffer against the volatile funding environment.

## Investment Policy

In the current climate of uncertainty, volatile equity markets and a recognition that the current reserves are not long term in nature the Board of Trustees has decided to take a cautious approach



to the investment of its liquid funds. Accordingly, these funds have been invested in a high interest COIF Deposit Fund account. The pooled assets of the Deposit Fund are placed on short term money market deposits in accordance with a careful management policy. The Fund can make deposits only to rigorously selected financial institutions approved by the Fund's trustees. For each counterparty there are agreed individual deposit limits. This ensures that the Fund's assets are well spread across a range of institutions: the credit status of these is monitored daily.

### **Fundraising Policy**

We'll always strive for best practice in fundraising to ensure our donors feel safe, valued and well supported – adhering to the Fundraising Regulator and other professional fundraising bodies.

We never buy or sell people's personal information. We work hard to respect people's wishes about how they want us to communicate with them, and we're confident that Family Lives data practices will be in compliance with the new General Data Protection Regulation.

We have never 'cold mailed' or 'cold called' the public to raise funds. We did not employ external companies to carry out fundraising on our behalf. We meet the standards set by the Fundraising Regulator and monitor any complaints received by the charity about fundraising. We received no complaints in 2018-19.

### **Donors, funders and fundraisers**

The Trustees would like to thank all trusts, organisations, schools and individuals who generously supported the work of Family Lives. With your contributions we've been able to make a real difference to children and families across the UK at a time when they needed us most. Principal funders are listed in Note 25.



# Legal and administrative information

## Status

Family Lives is a registered company limited by guarantee; company number 3817762. It is also a registered charity, charity number 1077722, registered in England and Wales.

The charity was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. These will be treated as if they are in the new form of a single set of Articles as specified under the Companies Act 2006.

## Trustee Board

The members of the Board during the year were:

|              |                       |
|--------------|-----------------------|
| A de Waal    | Chair                 |
| S Bayliss    |                       |
| J Coleman    | re-appointed 06/12/18 |
| W Jones      | Treasurer             |
| S Hayman     |                       |
| A Holt       | re-appointed 06/12/18 |
| A Montgomery |                       |
| N Rupani     | re-appointed 06/12/18 |
| K Summers    |                       |
| S Vahid      |                       |

## Sub-Committees:

### Policy & Finance Sub-Committee

A de Waal, W Jones, S Bayliss, A Montgomery, N Rupani

### Remuneration Sub-Committee:

S Bayliss, A Montgomery, N Rupani

## President:

Rt. Hon Lord Justice Thorpe

## Chief Executive and Company Secretary:

J Todd

## Registered Office

15-17 The Broadway, Hatfield, Herts, AL9 5HZ

## Auditors

Price Bailey LLP, Causeway House, 1 Dane Street, Bishop's Stortford, Herts, CM23 3BT

## Solicitors

Farrer and Co, 66 Lincoln's Inn Fields, London WC2A 3LH

# Objectives

The objectives of the Company are:

1. To promote, protect and preserve the good health, both mental and physical, of family members and families.
2. To advance public education in, and promote research into the psychological, legal, medical and other experiences of family members and families and to disseminate the useful results of such research.
3. To help relieve poverty among family members and families, in particular by the provision of an advice and information service for those unable to access such resources.

For the purpose of the above, 'family members' includes parents, children and others forming part of the wider or extended family, including grandparents and step relatives.

# Public Benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

Achievements and benefits to families, parents and children/or our service users are detailed on page 10.



# Governance and Management

## Board of Trustees

Members of the Trustee Board, 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 24. Members of the charitable company guarantee to contribute an amount not exceeding £10 to the assets of the charitable company in the event of winding up. The total number of such guarantees at 31 March 2019 was ten.

The Board is responsible and accountable for Family Lives' policies and activities to the Charity Commission, to Funders and Stakeholders, and for compliance with Charitable and Company Law. It is responsible for the financial and strategic affairs of the charity, for the Annual Budget and the Annual Report and Accounts. The Chief Executive is accountable to the Board of Trustees and presents an Accountability Report against the organisation's agreed strategic objectives.

## Diversity

The Board is committed to diversity across the organisation in all areas of its activities. The organisation is continuing to monitor our service reach and workforce so as to move forward continuously on our diversity targets.

The Board has been Chaired by Anastasia de Waal since 1st November 2009. Anastasia de Waal is Deputy Director and Director of Family and Education at Civitas. A social policy analyst, she is a qualified primary school teacher, trained specifically for teaching in the inner city. Anastasia's particular interest is in the design and implementation of policy which supports parents and families practically, in fostering the best life chances for their children. Author of books including *Second Thoughts on the Family*, she is a regular contributor to print and broadcast media. The Board of Trustees, the Chief Executive, volunteers and staff work to engage with existing service users, while exploring ways to attract and engage with hard to reach parents and adults, who find themselves in a parenting or carer role in the UK.

## Board Recruitment

One third of Trustees are required to retire annually and there is no limit to the number of times a Trustee may be reappointed. Appointment to the Board continues to be via an open and formal recruitment process. Appointments made during the year are ratified at the AGM.

## Board Induction and Training

An Induction Programme is in place for new Trustees. Any training needs may be identified for both new and established Trustees via the Individual Review programme.

## Board Meetings

The Trustees meet as a full Board five times a year to include the Annual General Meeting. The Trustees hold an Annual Strategic Away Day which includes the Senior Management Team.

## Board Sub-Committees

There are two Sub-Committees: Policy & Finance and Remuneration, which make recommendations to the Board for approval. In addition, there is an advisory Risk of Harm Committee which meets four times a year and has trustee representation.

## Senior Management Team

The Senior Management Team (SMT) meets eleven times a year and addresses cross-organisational issues. The Directors still hold principal responsibility for the budget and key strategic decisions. All Senior Managers work across the whole organisation and are accountable to the Board of Trustees via the Chief Executive.

## Remuneration

Pay and remuneration of Key Management Personnel (with the exception of the Chief Executive) is undertaken as an independent process by HR and two Directors. The process assesses current roles and activities against the existing job description and we have a 'marking system' for any additional responsibility. Once the independent process occurs HR send a letter to the employee informing them of any outcome.

The Board Remuneration subcommittee meets once a year to discuss remuneration for a cost of living rise for all staff, including Chief Executive. This is a non-obligatory process and does not assume an award. The Chair of the subcommittee then reports back to the Board with a recommendation.



## Trustees' Responsibilities Statement

The Trustees (who are also directors of Family Lives for the purposes of Company Law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the year. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities FRS102 SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charitable Company will continue in operation.

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

In so far as the Trustees are aware:

- There is no relevant audit information of which the Charitable Company's auditor is unaware.
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

## Risk

The Trustees reviewed the risks to which the

charity could be exposed in 2019/20 and are satisfied that the charity has taken all reasonable steps to minimise risk, and that it has policies and procedures in place to manage risk effectively in all areas of the charity's work. The key risks were identified as follows:

### Principal risks - Financial Solvency Steps to mitigate risks

- Ensure sufficient reserves to cover orderly wind down.
- Quarterly review of management accounts and forecasts.
- Plans in place for continued diversification of funding.
- Ongoing liaison with current and potential funders.

### Principal risks - Failure to meet quality standards

#### Steps to mitigate risks

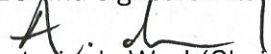
- Accreditation for front line staff.
- THA Quality standard qualification maintained.
- Quality standards in line with CAN Parent quality mark.
- Risk of Harm Policy procedures implemented.
- All front-line staff and volunteers DBS checked.
- Complaints procedure in place.
- £10million Public Liability Insurance in place.
- £5k Professional Liability Insurance in place.

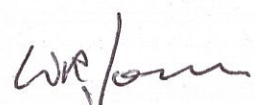
### Principal risks - Organisational Risk Steps to mitigate risks

- Robust Human Resources policies & procedures in place.
- Robust Financial Management policies & procedures in place.
- IT infrastructure disaster recovery plan in place.
- Media policy in place.
- Periodic review of public benefit.

This report has been prepared having taken advantage of the small companies exemption.

Approved by the Board of Trustees on 18th July 2019 and signed on its behalf by:

  
Anastasia de Waal (Chair)

  
Warwick Jones (Treasurer)



# ***Independent Auditor's Report to the Members of Family Lives***

## **Opinion**

We have audited the financial statements of Family Lives (the 'charitable company') for the year ended 31 March 2019 which comprises the Statement of Financial Activities, the balance sheet, statement of cashflow 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).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 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.

## **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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees 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 trustees are responsible for the other information. The other information comprises the information included in the trustees' 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. Independent Auditor's Report to the Members of Family Lives (continued)

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.



We have nothing to report in this regard.

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

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

- the information given in the trustees' 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 requires us to report to you if, in our opinion:

- adequate 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 trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption from the requirement to prepare a strategic report.

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for

the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### **The use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's



members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*HWilkinson*

Helena Wilkinson (Senior Statutory Auditor)  
For and on behalf of Price Bailey LLP, Statutory Auditor  
Causeway House  
1 Dane Street  
Bishop's Stortford, Hertfordshire, CM23 3BT

Date: *31 July 2019*



## **Statement of Financial Activities (incorporating Income and Expenditure Account) for the year ended 31 March 2019**

|                               | note  | General funds | Restricted funds | 2019 Total   | 2018 Total |
|-------------------------------|-------|---------------|------------------|--------------|------------|
|                               |       | £'000         | £'000            | £'000        | £'000      |
| <b>Income and endowments:</b> |       |               |                  |              |            |
| <b>Income from:</b>           |       |               |                  |              |            |
| Donations and legacies        | 2     | 59            | 843              | <b>902</b>   | 1,689      |
| Charitable activities         | 3     | 1,472         | -                | <b>1,472</b> | 1,323      |
| Other trading activities      | 4     | 18            | -                | <b>18</b>    | 29         |
| Investments                   | 5     | 3             | -                | <b>3</b>     | 1          |
|                               |       | <hr/>         | <hr/>            | <hr/>        | <hr/>      |
| <b>Total income</b>           |       | <b>1,552</b>  | <b>843</b>       | <b>2,395</b> | 3,042      |
| <b>Expenditure on:</b>        |       |               |                  |              |            |
| Raising funds                 | 6     | 33            | -                | <b>33</b>    | 42         |
| Charitable activities:        |       |               |                  |              |            |
| National services             | 7     | 392           | 323              | <b>715</b>   | 674        |
| Face to Face services         | 8     | 1,041         | 477              | <b>1,518</b> | 2,282      |
| Professional development      | 9     | 17            | -                | <b>17</b>    | 7          |
|                               |       | <hr/>         | <hr/>            | <hr/>        | <hr/>      |
| <b>Total expenditure</b>      |       | <b>1,483</b>  | <b>800</b>       | <b>2,283</b> | 3,006      |
| <b>Net income</b>             |       | 69            | 43               | 112          | 37         |
| <b>Funds at 1 April 2018</b>  | 23/25 | 803           | 187              | 990          | 953        |
|                               |       | <hr/>         | <hr/>            | <hr/>        | <hr/>      |
| <b>Funds at 31 March 2019</b> | 23/25 | <b>872</b>    | <b>230</b>       | <b>1,102</b> | 990        |
|                               |       | <hr/>         | <hr/>            | <hr/>        | <hr/>      |



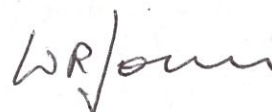
## Balance Sheet at 31 march 2019

|  | note | 2019         |              | 2018         |            |
|--|------|--------------|--------------|--------------|------------|
|  |      | £'000        | £'000        | £'000        | £'000      |
| <b>Fixed assets</b>                        |      |              |              |              |            |
| Tangible assets                            | 17   |              | 3            |              | 6          |
| <b>Current assets</b>                      |      |              |              |              |            |
| Debtors                                    | 18   | 264          |              | 129          |            |
| Cash on deposit                            |      | 600          |              | 600          |            |
| Cash at bank and in hand                   |      | 588          |              | 544          |            |
|  |      | <u>1,452</u> |              | <u>1,273</u> |            |
| <b>Creditors:</b>                          |      |              |              |              |            |
| <b>amounts falling due within one year</b> | 19   | <u>(353)</u> |              | <u>(289)</u> |            |
| <b>Net current assets</b>                  |      |              | <u>1,099</u> |              | <u>984</u> |
| <b>Total net assets</b>                    |      |              | <u>1,102</u> |              | <u>990</u> |
| <b>Unrestricted funds</b>                  | 23   |              | 872          |              | 803        |
| <b>Restricted funds</b>                    | 25   |              | 230          |              | 187        |
| <b>Total funds</b>                         |      |              | <u>1,102</u> |              | <u>990</u> |

The financial statements were approved by members of the Board on 18th July 2019 and signed on its behalf by:



Anastasia de Waal (Chair)



Warwick Jones (Treasurer)

The notes on pages 32 to 45 form part of these financial statements

Company Registration Number: 03817762



## Statement of cash flow for the year ended 31 March 2019

|  | note | 2019<br>£'000 | 2018<br>£'000 |
|--|------|---------------|---------------|
| <b>Cash flows from operating activities:</b>               |      |               |               |
| Net cash provided by (used in) in operating activities:    | a    | 41            | 132           |
| Dividends, interest and rents from investment              |      | 3             | 1             |
| Purchase of property, plant and equipment                  | b    | -             | (9)           |
| <b>Net cash provided by (used in) investing activities</b> | c    | <b>44</b>     | <b>124</b>    |
| <b>Cash at the beginning of the reporting period</b>       |      | <b>1,144</b>  | <b>1,020</b>  |
| <b>Cash at the end of the reporting period</b>             |      | <b>1,188</b>  | <b>1,144</b>  |

---

|   |  | 2019<br>£'000 | 2018<br>£'000 |
|---|--|---------------|---------------|
| a | <b>Reconciliation of net income/(expenditure) to net cash inflow from operating activities</b> |               |               |
|   | Net income/(expenditure) as per SOFA   | 112           | 37            |
|   | Depreciation charges   | 3             | 5             |
|   | Dividends, interest and rents from investment  | (3)           | (1)           |
|   | Loss/(profit) on sale of fixed assets  | -             | -             |
|   | (Increase)/decrease in debtors   | (135)         | 53            |
|   | (Decrease)/increase in creditors   | 64            | 38            |
|   | <b>Net cash provided by (used in) operating activities</b>                                     | <b>41</b>     | <b>132</b>    |

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|   |   | 2019<br>£'000 | 2018<br>£'000 |
|---|---|---------------|---------------|
| b | <b>Capital expenditure and financial investment</b> | -             | 9             |
|   | Purchase of tangible fixed assets                   | -             | 9             |

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|   | 1 Apr<br>2018<br>£'000   | Cash<br>flow<br>£'000 | 31 Mar<br>2019<br>£'000 |
|---|--------------------------|-----------------------|-------------------------|
| c | <b>Analysis of cash:</b> |                       |                         |
|   | Cash at bank and in hand | 544                   | 588                     |
|   | Cash at COIF deposit     | 600                   | 600                     |
|   | <b>Total cash</b>        | <b>1,144</b>          | <b>1,188</b>            |



## **1 Accounting policies**

Family Lives is a charitable company limited by guarantee and is registered in England and Wales. The registered office is 15-17 The Broadway, Hatfield, Hertfordshire, AL9 5HZ.

### **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 (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 Companies Act 2006.

The Charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

### **Going concern**

The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

### **Tax status**

The Company is a registered charity and no liability to UK corporation tax arose on ordinary activities for the year ended 31 March 2019.

### **Income**

All income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty.

Grants are included in the Statement of Financial Activities when the entitlement to the grant is probable. Grants made for specific purposes are classified as restricted income.

Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period.

### **Donations**

Donations organised directly by the charity are included gross together with related fundraising expenditure. Donations organised by external parties are shown on the basis of the amounts received.

Donations in kind such as services or facilities provided free of charges are recognised in the Statement of Financial Activities on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities on the open market. Equivalent amount of expenditure is recognised in the period of receipt of the donations.

Volunteers donated services have not been included in the Statement of Financial Activities. Accounting policies (continued)

### **Investment income**

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

### **Expenditure**

Expenditure is included in the statement of financial activities when incurred and includes attributable VAT which cannot be recovered. All expenditure is allocated to the particular activity where the cost relates directly to that activity.

### **Allocation of support costs**

The costs of staff employed directly in connection with particular projects are allocated directly to the projects concerned together with all directly incurred expenditure. Support costs are apportioned to projects based on the gross expenditure of that project.

### **Operating lease agreements**

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

### **Depreciation**

Fixed assets costing less than £1000 are written off in full in the year of purchase. Other fixed assets are depreciated in equal installments so as to write off their costs over their estimated useful lives as follows:



|                             |  |
|-----------------------------|--|
| Office fittings             | Shorter of 7 years and remaining period of lease |
| Office furniture            | 5 years  |
| Office equipment & software | 3 years  |

### **Pension costs**

The charity operates a defined contribution pension scheme for employees. These assets of the scheme are held separately from those of the charity. The annual contributions payable are charged to the statement of financial activities. The charity also makes contributions into individual's own personal pension arrangements.

### **Redundancy policy**

Employees at Family Lives who are being made redundant are entitled to receive a statutory redundancy payment provided that they have two or more years' continuous service.

### **Cash at bank and in hand**

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

### **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. Accrued income and tax recoverable are included at the best estimate of the amount receivable at the balance sheet date.

### **Creditors and provisions**

Creditors and provisions are recognised when there is a present obligation at Balance Sheet date as a result of past event resulting in the transfer of economic benefit to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount after allowing for any trade discounts due.

### **Fund Accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general activities of the charity

and which have not been designated for any other purpose.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes.

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

### **Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of:

- Fixed assets are measured at cost less depreciation.



## 2 Donations and grants

|                       | Unrestricted<br>funds<br>£'000 | Restricted<br>funds<br>£'000 | 2019<br>Total<br>£'000 |
|-----------------------|--------------------------------|------------------------------|------------------------|
| General donations     | 59                             | -                            | 59                     |
| Restricted grants:    |                                |                              |                        |
| National services     | -                              | 321                          | 321                    |
| Face to Face Services | -                              | 522                          | 522                    |
|                       |                                | 588                          |                        |
| Total                 | 59                             | 843                          | 902                    |

Funding from Central government was £396k (2018: £659k) and Local Governments £26k (£2018: 37k). Funding conditions have been met.

### Prior year - Donations and grants

|                       | Unrestricted<br>funds<br>£'000 | Restricted<br>funds<br>£'000 | 2019<br>Total<br>£'000 |
|-----------------------|--------------------------------|------------------------------|------------------------|
| General donations     | 50                             | -                            | 50                     |
| Restricted grants:    |                                |                              |                        |
| Helpline services     | -                              | 577                          | 577                    |
| Face to Face Services | -                              | 1,062                        | 1,062                  |
| Total                 | 50                             | 1,639                        | 1,689                  |

The charity is indebted to its volunteers for the time spent providing services to the charity. Based on 18,045 hours spent (2018: 20,614 hours), this equates to £267,988 (2018: £304,117). The Financial statements do not include donated volunteers' hours and dedicated time of Trustees of the charity.

The charity has received donations in kind in the form of free meeting rooms and residential for organisation's strategic review. Total benefit received equates to £5,947. This amount has been included in the Statement of Financial Activities and corresponding amount of expenditure has been recognised.

## 3 Income from charitable activities

|                          | 2019<br>Total<br>£'000 | 2018<br>Total<br>£'000 |
|--------------------------|------------------------|------------------------|
| National services        | 381                    | 110                    |
| Face to Face Services    | 1,073                  | 1,210                  |
| Professional development | 18                     | 3                      |
| Total                    | 1,472                  | 1,323                  |

Income from charitable activities was unrestricted. Amount received from Central government was £427k (2018: £198k) and Local Governments £1,034k (£2018: 1,105k). Funding conditions have been met.



#### 4 Income from trading activities

|                             | <b>2019<br/>Total</b> | <b>2018<br/>Total</b> |
|-----------------------------|-----------------------|-----------------------|
|                             | £'000                 | £'000                 |
| Sales of wristbands         | 16                    | 19                    |
| Sales of training materials | -                     | 3                     |
| Other income                | 2                     | 7                     |
|                             | <hr/>                 | <hr/>                 |
| Total                       | <b>18</b>             | <b>29</b>             |

Income from other trading activities was unrestricted.

#### 5 Investment income

|                          | <b>2019<br/>Total</b> | <b>2018<br/>Total</b> |
|--------------------------|-----------------------|-----------------------|
|                          | £'000                 | £'000                 |
| Bank interest receivable | 3                     | 1                     |
|                          | <hr/>                 | <hr/>                 |
| Total                    | <b>3</b>              | <b>1</b>              |

Investment income is unrestricted.

#### 6 Cost of raising funds

|                        | <b>2019<br/>Total</b> | <b>2018<br/>Total</b> |
|------------------------|-----------------------|-----------------------|
|                        | £'000                 | £'000                 |
| Staff costs            | 20                    | 21                    |
| Events and fundraising | 7                     | 14                    |
| Support cost (Note 10) | 6                     | 7                     |
|                        | <hr/>                 | <hr/>                 |
| <b>Total</b>           | <b>33</b>             | <b>42</b>             |

Cost of raising funds was all unrestricted.

#### 7 National services expenditure

|                         | Unrestricted<br>funds | Restricted<br>funds | <b>2019<br/>Total</b> |
|-------------------------|-----------------------|---------------------|-----------------------|
|                         | £'000                 | £'000               | £'000                 |
| Direct costs            | 316                   | 271                 | 587                   |
| Support costs (Note 10) | 76                    | 52                  | 128                   |
|                         | <hr/>                 | <hr/>               | <hr/>                 |
| <b>Total</b>            | <b>392</b>            | <b>323</b>          | <b>715</b>            |



### Prior year - National services

|                         | Unrestricted<br>funds<br>£'000 | Restricted<br>funds<br>£'000 | <b>2018</b><br>Total<br>£'000 |
|-------------------------|--------------------------------|------------------------------|-------------------------------|
| Direct costs            | 83                             | 477                          | 560                           |
| Support costs (Note 10) | 17                             | 97                           | 114                           |
| <b>Total</b>            | <b>100</b>                     | <b>574</b>                   | <b>674</b>                    |

### 8 Face to face services expenditure

|                         | Unrestricted<br>funds<br>£'000 | Restricted<br>funds<br>£'000 | <b>2019</b><br>Total<br>£'000 |
|-------------------------|--------------------------------|------------------------------|-------------------------------|
| Direct costs            | 833                            | 413                          | 1,246                         |
| Support costs (Note 10) | 208                            | 64                           | 272                           |
| <b>Total</b>            | <b>1,041</b>                   | <b>477</b>                   | <b>1,518</b>                  |

### Prior year - Face to face services

|                         | Unrestricted<br>funds<br>£'000 | Restricted<br>funds<br>£'000 | <b>2018</b><br>Total<br>£'000 |
|-------------------------|--------------------------------|------------------------------|-------------------------------|
| Direct costs            | 1,076                          | 820                          | 1,896                         |
| Support costs (Note 10) | 268                            | 118                          | 386                           |
| <b>Total</b>            | <b>1,344</b>                   | <b>938</b>                   | <b>2,282</b>                  |

### 9 Professional Development expenditure

|                         | <b>2019</b><br>Unrestricted<br>funds<br>£'000 | <b>2018</b><br>Unrestricted<br>funds<br>£'000 |
|-------------------------|---|---|
| Direct costs            | 14  | 6   |
| Support costs (Note 10) | 3   | 1   |
| <b>Total</b>            | <b>17</b>                                     | <b>7</b>                                      |



## 10 Analysis of support costs

|                                | Raising funds | National services | Face-to-face services | Professional development | 2019 Total |
|--------------------------------|---------------|-------------------|-----------------------|--------------------------|------------|
|                                | £'000         | £'000             | £'000                 | £'000                    | £'000      |
| Management & admin             | 2             | 38                | 81                    | 1                        | 122        |
| Human Resources                | 1             | 18                | 37                    | -                        | 56         |
| Finance                        | 1             | 24                | 50                    | 1                        | 76         |
| Information Technology         | 1             | 23                | 49                    | 1                        | 74         |
| Governance (Note 12)           | 1             | 18                | 39                    | -                        | 58         |
| Depreciation                   | -             | 1                 | 2                     | -                        | 3          |
| Premises, office & other costs | -             | 2                 | 14                    | -                        | 20         |
| <b>Total</b>                   | <b>6</b>      | <b>128</b>        | <b>272</b>            | <b>3</b>                 | <b>409</b> |

### Prior year support costs

|                                | Raising funds | National services | Face-to-face services | Professional development | 2018 Total |
|--------------------------------|---------------|-------------------|-----------------------|--------------------------|------------|
|                                | £'000         | £'000             | £'000                 | £'000                    | £'000      |
| Management & admin             | 3             | 38                | 130                   | 1                        | 172        |
| Human Resources                | 1             | 19                | 62                    | -                        | 82         |
| Finance                        | 1             | 22                | 74                    | -                        | 97         |
| Information Technology         | 1             | 20                | 68                    | -                        | 89         |
| Governance (Note 12)           | 1             | 11                | 36                    | -                        | 48         |
| Depreciation                   | -             | 1                 | 4                     | -                        | 5          |
| Premises, office & other costs | -             | 3                 | 12                    | -                        | 15         |
| <b>Total</b>                   | <b>7</b>      | <b>114</b>        | <b>386</b>            | <b>1</b>                 | <b>508</b> |

Support costs are apportioned to projects based on the gross expenditure of that project. Management and admin costs relate to Management Team's time spent on the overall management, development and direction of the organisation.

## 11 Net income for the year

|   | 2019<br>£'000 | 2018<br>£'000 |
|---|---------------|---------------|
| This is stated after charging:          |               |               |
| Depreciation                            | 3             | 5             |
| Operating leases for land and buildings | 43            | 47            |
| Audit fee                               | 12            | 12            |



## 12 Governance costs

|                                  | 2019<br>£'000 | 2018<br>£'000 |
|----------------------------------|---------------|---------------|
| Governance costs are made up of: |               |               |
| Staff salaries                   | 24            | 24            |
| Staff travel & meetings          | 11            | -             |
| Trustees' expenses               | 1             | 1             |
| Audit fee                        | 12            | 12            |
| Insurance and professional fees  | 10            | 11            |
|                                  | <u>58</u>     | <u>48</u>     |

## 13 Staff costs and numbers

|                              | 2019<br>£'000 | 2018<br>£'000 |
|------------------------------|---------------|---------------|
| Staff costs were as follows: |               |               |
| Salaries                     | 1,660         | 1,898         |
| Social security costs        | 134           | 156           |
| Pension contributions        | 60            | 66            |
| Redundancy payments          | 6             | 31            |
|                              | <u>1,860</u>  | <u>2,151</u>  |

The number of employees employed by the charity whose emoluments exceeded £60,000 were:

|                   | No       | No       |
|-------------------|----------|----------|
| £60,001 - £70,000 | 1        | 1        |
| £80,001 - £90,000 | 1        | 1        |
|                   | <u>2</u> | <u>2</u> |

Average weekly number of employees during the year, calculated based on full time equivalents:

|   | No         | No         |
|---|------------|------------|
| Charitable activities                             | 53         | 62         |
| Governance  | 1          | 1          |
|   | <u>54</u>  | <u>63</u>  |
| Average number of staff employed during the year: | <u>115</u> | <u>129</u> |



## 14 Board of Trustees

Trustees expenses relate to travel expenses reimbursed for attendance at meetings of trustees. One trustee was reimbursed £638 (2018: 1 Trustee, £704).

## 15 Related party transactions

There were no related party transactions that require disclosure.

## 16 Pensions

The charity has a group personal pension scheme to which employees are automatically enrolled; staff may then opt out. In accordance with the scheme the charity contributed of 3% of gross salary as determined by a matched contribution of the individual employee. For staff enrolled prior to 1st April 2013 Family Lives' contribution is either 4.5% or 6.5% of gross salary as determined by the contributions of the individual employee. Total contributions for the year amounted to £59,766 (2018: £65,578).

Pensions payments outstanding at year end were £10,524 (2018: £12,212).

## 17 Tangible Assets

|                |                     | Furniture and<br>equipment<br>£'000 |
|----------------|---------------------|-------------------------------------|
| Cost           | At 1 April 2018     | 93                                  |
|                | Additions           | -                                   |
|                |                     | <hr/>                               |
|                | At 31 March 2019    | 93                                  |
| Depreciation   | At 1 April 2018     | 87                                  |
|                | Charge for the year | 3                                   |
|                |                     | <hr/>                               |
|                | At 31 March 2019    | 90                                  |
| Net book value | At 31 March 2019    | 3                                   |
| Net book value | At 31 March 2018    | 6                                   |



**18 Debtors**

|   | <b>2019</b><br>£'000 | <b>2018</b><br>£'000 |
|---|----------------------|----------------------|
| Debts receivable within one year          |                      |                      |
| Trade debtors                             | 109                  | 25                   |
| Prepayments and accrued income            | 153                  | 102                  |
| Other debtors                             | 1                    | 1                    |
|   | <u>263</u>           | <u>128</u>           |
| Debts receivable after more than one year |                      |                      |
| Rent deposit                              | 1                    | 1                    |
|   | <u>264</u>           | <u>129</u>           |

**19 Creditors**

|  | <b>2019</b><br>£'000 | <b>2018</b><br>£'000 |
|--|----------------------|----------------------|
| Trade Creditors                        | 77                   | 21                   |
| Accruals                               | 80                   | 80                   |
| Deferred income (Note 20)              | 71                   | 87                   |
| Taxation (inc VAT) and Social Security | 125                  | 101                  |
|  | <u>353</u>           | <u>289</u>           |

**20 Movements in deferred income**

|                                      | <b>2019</b>    | <b>2018</b>    |
|--------------------------------------|----------------|----------------|
|                                      | Total<br>£'000 | Total<br>£'000 |
| Balance at the beginning of the year | 87             | 43             |
| Resources deferred during the year   | 71             | 87             |
| Amount released from previous year   | (87)           | (43)           |
|                                      | <u>71</u>      | <u>87</u>      |



## 21 Obligations under operating leases

|  | 2019<br>£'000 | 2018<br>£'000 |
|--|---------------|---------------|
| At 31 March, the Charity's future minimum lease payments under non-cancellable operating leases was: |               |               |
| Operating leases expiring within 1 year  | 43            | 47            |
| Operating leases expiring within 2 to 5 years  | 89            | 15            |
| Total operating leases   | 132           | 62            |
| The above leases relate to   |               |               |
| Land and buildings   | 131           | 60            |
| Photocopiers   | 1             | 2             |
|  | 132           | 62            |

## 22 Analysis of net assets between funds

|                     | Unrestricted<br>funds<br>£'000 | Restricted<br>funds<br>£'000 | 2019<br>Total<br>£'000 |
|---------------------|--------------------------------|------------------------------|------------------------|
| Fixed assets        | 3                              | -                            | 3                      |
| Current assets      | 1,222                          | 230                          | 1,452                  |
| Current liabilities | (353)                          | -                            | (353)                  |
| Total net assets    | 872                            | 230                          | 1,102                  |

### Prior year - Analysis of net assets between funds

|                     | Unrestricted<br>funds<br>£'000 | Restricted<br>funds<br>£'000 | 2018<br>Total<br>£'000 |
|---------------------|--------------------------------|------------------------------|------------------------|
| Fixed assets        | 6                              | -                            | 6                      |
| Current assets      | 1,086                          | 187                          | 1,273                  |
| Current liabilities | (289)                          | -                            | (289)                  |
| Total net assets    | 803                            | 187                          | 990                    |



## 23 Movements in restricted funds

|                                 | At 1<br>Apr<br>2018<br>£'000 | Income<br>£'000 | Expenditure<br>£'000 | Net<br>Trfs<br>£'000 | At 31<br>Mar<br>2019<br>£'000 |
|---------------------------------|------------------------------|-----------------|----------------------|----------------------|-------------------------------|
| <b>Unrestricted funds</b>       |                              |                 |                      |                      |                               |
| General unrestricted funds      | 803                          | 1,552           | (1,483)              | (27)                 | 845                           |
| Designated fund                 | -                            | -               | -                    | 27                   | 27                            |
| <b>Total unrestricted funds</b> | 803                          | 1,552           | (1,483)              | -                    | 872                           |

### Prior year - Movements in restricted funds

|                                 | At 1<br>Apr<br>2017<br>£'000 | Income<br>£'000 | Expenditure<br>£'000 | Net<br>Trfs<br>£'000 | At 31<br>Mar<br>2018<br>£'000 |
|---------------------------------|------------------------------|-----------------|----------------------|----------------------|-------------------------------|
| <b>Unrestricted funds</b>       |                              |                 |                      |                      |                               |
| General unrestricted funds      | 893                          | 1,403           | (1,431)              | (62)                 | 803                           |
| Designated fund                 | -                            | -               | (62)                 | 62                   | -                             |
| <b>Total unrestricted funds</b> | 893                          | 1,403           | (1,493)              | -                    | 803                           |

## 24 Purpose of designated funds

In March 2019, the Trustees decided to set aside £27k for use in 2019-20 towards IT migration (£24k) and local offices Show Case (£3k). No designated fund was used during the year.



## 25 Movements in restricted funds

| Funder name  | At 1 Apr<br>2018 | Income     | Exp        | At 31<br>Mar<br>2019 |
|--|------------------|------------|------------|----------------------|
|  | £'000            | £'000      | £'000      | £'000                |
| <b>National services</b> <i>Family support helpline, email services, online advice and support</i>   |                  |            |            |                      |
| Dept for Education   | -                | 276        | 276        | -                    |
| The Brook Trust  | 24               | 24         | 18         | 30                   |
| The Froebel Trust  | 11               | 15         | 26         | -                    |
| Simon Gibson Charitable Trust and Mazars Charitable Trusts   | -                | 6          | 3          | 3                    |
| <b>sub-total</b>   | <b>35</b>        | <b>321</b> | <b>323</b> | <b>33</b>            |
| <b>Face to face services</b> <i>Early Years Home visiting, supporting Young and Kinship Carers, befriending and outreach services</i>                                    |                  |            |            |                      |
| Boots Charitable Trust, The Jones 1986 Charitable Trust,<br>The Lady Hind Trust, The Noel Buxton Trust, The<br>Gordon Trust  | 7                | -          | 7          | -                    |
| The Brook Trust  | -                | 11         | 11         | -                    |
| The Morrisons Foundation   | 2                | -          | 2          | -                    |
| Hyde Park Place Estate Charity, Portman ECC,<br>Strand Parish Trust  | 3                | 10         | 3          | 10                   |
| Winchester City Council  | -                | 9          | 9          | -                    |
| Sir James Knott Trust, The Barbour Foundation,<br>Gwyneth Forrester Trust  | -                | 34         | 34         | -                    |
| BBC Children in Need   | 2                | 7          | 7          | 2                    |
| Masonic Charitable Foundation, Westminster Foundation  | 18               | 27         | 25         | 20                   |
| NESTA, The Dulverton Trust, The Swire Charitable Trust,<br>The Thomas Farr Charity, Unwin Charitable Trust, The<br>Chetwode Foundation, British & Foreign School Society | 69               | 196        | 190        | 75                   |
| Hampshire County Council - Rushmoor  | 14               | 9          | 23         | -                    |
| The British Legion/Covenant Fund   | 24               | 16a        | 39         | 1                    |
| The Walcott Foundation   | -                | 25         | 23         | 2                    |
| The James Tudor Foundation, Barnwood Trust   | 6                | -          | 6          | -                    |
| Sport England  | -                | 67         | 31         | 36                   |
| The Rayne Foundation   | -                | 9          | 2          | 7                    |
| Big Lottery - Family Learning and Support  | -                | 14         | 3          | 11                   |
| Big Lottery - Reaching Communities   | -                | 14         | 2          | -                    |
| Education Endowment Foundation   | -                | 19         | 9          | 10                   |
| The Greater London Authority   | -                | 7          | 5          | 2                    |
| Westminster, Kensington & Chelsea SIB  | -                | -          | 1          | (1)                  |
| Social Investment Business Foundation  | -                | 13         | 6          | 7                    |
| Various small grants   | 7                | 8          | 15         | -                    |
| <b>sub-total</b>   | <b>152</b>       | <b>522</b> | <b>477</b> | <b>197</b>           |
| <b>Total</b>   | <b>187</b>       | <b>843</b> | <b>800</b> | <b>230</b>           |

Note: As requested by funders the following precise amounts were awarded:

44 Big Lottery Fund: Reaching Communities (£27,221) and Family Learning and Support (£41,128)



## Prior year - Movements in restricted funds

| <b>Funder name</b>   | <b>At 1 Apr 2017</b> | <b>Income</b> | <b>Exp</b> | <b>At 31 Mar 2018</b> |
|--|----------------------|---------------|------------|-----------------------|
|  | £'000                | £'000         | £'000      | £'000                 |
| <b>National services</b> <i>Family support helpline, email services, online advice and support</i> |                      |               |            |                       |
| Dept for Education   | -                    | 512           | 512        | -                     |
| APOF Restricted Reserve  | 9                    | -             | 9          | -                     |
| Big Lottery – Relative Experience  | -                    | 12            | 12         | -                     |
| The Brook Trust  | 23                   | 35            | 34         | 24                    |
| The Froebel Trust  |                      | 18            | 7          | 11                    |
| <b>sub-total</b>   | <b>32</b>            | <b>577</b>    | <b>574</b> | <b>35</b>             |

## Face to face services *Early Years Home visiting, supporting Young and Kinship Carers, befriending and outreach services*

|  |           |              |              |            |
|--|-----------|--------------|--------------|------------|
| Fairlands School   | -         | 9            | 9            | -          |
| Big Lottery - Silver Dreams0   | -         | 714          | 714          | -          |
| The Walcot Foundation  | 9         | -            | -            | 9          |
| Department of Health HSCF  | -         | 18           | 18           | -          |
| The Morrisons Foundation   | -         | 8            | 6            | 2          |
| Dept for Culture, Media and Sport  | -         | 50           | 50           | -          |
| Boots Charitable Trust, The Chetwode Foundation, The Jones 1986 Charitable Trust, The Lady Hind Trust, The Noel Buxton Trust, The Gordon Trust | -         | 24           | 17           | 7          |
| Hampshire County Council - Test Valley   | -         | 9            | 9            | -          |
| Hyde Park Place Estate Charity, Portman ECC & Strand Parish Trust  | 3         | 8            | 8            | 3          |
| RAF Northolt   | 9         | -            | 9            | -          |
| Winchester City Council  | -         | 9            | 9            | -          |
| BBC Children in Need   | -         | 3            | 1            | 2          |
| Masonic Charitable Foundation  | -         | 28           | 10           | 18         |
| NESTA and Dulverton Trust  | -         | 115          | 46           | 69         |
| Hampshire County Council - Rushmoor  | -         | 18           | 4            | 14         |
| The British Legion   | -         | 32           | 8            | 24         |
| James Tudor Foundation, Barnwood Trust   | -         | 6            | -            | 6          |
| Various small grants   | 7         | 11           | 11           | 7          |
| <b>sub-total</b>   | <b>28</b> | <b>1,062</b> | <b>938</b>   | <b>152</b> |
| <b>Total</b>   | <b>60</b> | <b>1,639</b> | <b>1,512</b> | <b>187</b> |

Note: As requested by funders the following precise amounts were awarded:  
Big Lottery Fund: Silver Dreams £725,773



*Thank you to everyone who has supported the work of Family Lives during 2018/19. With your support we've been able to make a real difference to children and families across the UK at a time they've needed us most.*

***We build better  
family lives together***

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