



**Children in school,
ready to learn**



School-Home Support
Report and Financial statements
Year ended 31 August 2020

Charity Number: 1084696

Company Number: 03991440

Contents

	Page
Trustees, Officers and Professional Advisors	3
Annual Report of the Trustees	4 to 16
Directors' Report	4
Reference and Administrative Details	4
Chair's report	4
Objectives and activities	5
Public Benefit	5
Structure, Governance and Management	5
Trustees	7
Auditors	8
Strategic Report	9
Vision, Mission and Values	9
Achievements and Performance	10
Key areas for the coming year 2020/21	12
Fundraising, Data Protection and GDPR	12
Financial Review of the year 2019/20	13
Reserves Policy	15
Risk Management	16
Independent Auditors' Report	17 to 20
Statement of Financial Activities	21
Statement of Charity Balance Sheet	22
Statement of Cash Flows	23
Notes to the Accounts	24 to 34

This report was produced in-house by SHS.

Trustees, Officers and Professional Advisors

Trustees

Fred Sharrock (Chair)
Sara Luder (Deputy Chair)
Mariella Ardron (*appointed 22/04/2020*)
Laura Bruce (*appointed 22/04/2020*)
Lynne Chambers
Andrew Dowell (*resigned 22/04/2020*)
Colin Horswell
John Jeffcock
Michelle Loughrey (*appointed 22/04/2020*)

David Marriage
Jummy Okoya (*resigned 09/07/2020*)
Nikolai Petrou (*appointed 22/04/2020*)
Lisa Robinson
David Vaughan
Carly Wickham
Elizabeth Wolverson (*resigned 22/04/2020*)
Inigo Woolf (*resigned 22/04/2020*)

Finance and Impact Committee

David Vaughan (Chair)
Colin Horswell
Sara Luder
Nikolai Petrou

Fundraising and Marketing Committee

Lisa Robinson (Chair)
John Jeffcock
David Vaughan
Carly Wickham

Chief Executive

Jaine Stannard

Registered Office

Solar House 3rd Floor
1-9 Romford Road
London
E15 4LJ

Auditors

Moore Kingston Smith LLP
Devonshire House
60 Goswell Road
London
EC1M 7AD

Bankers

Barclays Bank PLC
Dockland Branch
1 Churchill Place, Canary Wharf
London
E14 5RB

Solicitors

Downs Solicitors LLP
The Tanners
75 Meadrow
Godalming
Surrey GU7 3HS

School-Home Support Service (UK)

www.shs.org.uk

Telephone: 020 7426 5000

enquiries@shs.org.uk

Annual Report of the Trustees

The Trustees, who are also Directors of the charitable company, present their report for the twelve months ending 31 August 2020. In presenting this report, the Trustees have complied with the Statement of Recommended Practice, Accounting and Reporting by Charities, the Companies Act 2006 and applicable United Kingdom Accounting and Financial Reporting Standards, including FRS102 and have given due regard to the Charity Commission's general guidance on public benefit including the guidance 'public benefit: running a charity (PB2)'.

Directors' Report

The Directors present their report for the year ended 31 August 2020 which should be read in conjunction with the Strategic Report.

Reference and administrative details

The registered name of the charity, the charity number and the company number are shown on the front cover of this report.

The registered office, current Trustees, Chief Executive and advisers are shown in the Trustees, Officers and Professional Advisors section of this report on page 3.

Chair's Report

Like every charity and every person, SHS has had a year unlike any other before. The families SHS supports have been amongst those most affected by COVID-19. In every aspect of the pandemic's impact on society, the families we support have suffered the most. In these families:

- Living in deprived communities means they are at greater risk of catching the virus and of being seriously ill from it.
- Parents in insecure and low paid work are more likely to have lost their jobs and income because of the lockdown and the recession.
- Children, who already struggle to engage in their learning when they are at school, have struggled even more when asked to study at home..

This triple-whammy has created unprecedented demand for SHS services from families. We have been very fortunate that our funders have recognised this situation and, despite any drops in income they may be suffering, many have given generously. This means that the charity has been able to meet the increased demand in the schools and communities where it was already active and also continue expanding into new areas. It has ended the year in a healthy financial position and can now plan for even more growth. This will be needed. We expect that the increased demand for our services that we have seen this year will continue at least until the end of the next financial year and probably for much longer than that. However quickly the disease is controlled and however quickly the economy recovers, it is already clear that some of the children we work with will need extensive long term support to make up for the learning they have missed and the harms they have suffered during lockdown. There will also be a great many children needing support in areas of the country where we are not yet active. Supporting them to complete their education successfully is essential if we are to prevent them suffering lifelong harm. School-Home Support's work has never been more needed. .

Objectives and Activities

The Charity's vision is that every child has the support they need to thrive and achieve. Our mission is to get children in school, ready to learn. Whatever it takes.

School-Home Support's Objects, as set out in its Memorandum of Association, are to advance education by promoting, developing and assisting in the provision of services which contribute to the pastoral care of pupils and/or which foster links between school and home.

To enable the Charity to deliver its objects, its strategy is:

- Improving school attendance for vulnerable children through our family-centred approach
- Increasing our reach and impact by delivering services in key target areas
- Sharing best practice to improve family support in schools
- Influencing practice strategically at a national level..

Public Benefit

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2). We are confident that through our objects, School-Home Support (SHS) meets those public benefit requirements.

The principles of public benefit – that it is identifiable, that it must be to the public and that any private benefit must be incidental – are demonstrated by the outcomes of our work set out in the review which follows.

Structure, Governance and Management

The financial statements that follow later in this report comprise the Statement of Financial Activities, the Balance Sheet, and the Statement of Cash Flows and related notes.

The organisation is a charitable company limited by guarantee and not having a share capital, incorporated on 9 May 2000 and registered as a charity on 24 January 2001.

The Charity is governed by its Memorandum and Articles of Association as amended by special resolutions, with latest amendment dated 23 January 2020.

The governing body of the Charity is the Board of Trustees. The maximum number of Trustees allowed by the Articles of Association is fifteen and at the period-end there were thirteen serving Trustees. During the course of the year, four Trustees resigned and four new Trustees were appointed. Annually, Trustees review the Board to identify any skills gaps and look externally for appropriate people in order to attract members with the relevant experience and skills needed to improve the Board's effectiveness.

The Trustees meet four times each year with the Management Team. Meetings are extended or additional shorter meetings are carried out for specific focus such as Business plan development and review.

Each Trustee is asked to complete a declaration of interest form which is reviewed and, if appropriate, amended, annually as well as it being a standing agenda item at Trustee meetings to ask Trustees to declare new interests.

SHS has two formal subcommittees, one is the Finance & Impact committee which meets four times a year to consider finance, audit, risk, data and impact matters and make recommendations to the Board of Trustees. The second is the Fundraising and Marketing subcommittee which meets twice a year with ad hoc additional meetings for specific projects / issues as needed. Their focus is to review and advise on all fundraising, marketing and communications strategy and activities and make any recommendations to the Board.

Management

The Trustees are responsible for setting strategies and policies for the Charity and for ensuring that these are implemented. The Finance & Impact Committee ensures that all assets of the Charity are properly safeguarded, managed and used, and that funds are spent effectively and efficiently in the course of its activities. In addition, the Committee reviews the effectiveness of internal financial controls and risk management systems. The Committee meets prior to each Trustee Board meeting.

The day-to-day running of the Charity is delegated to the Chief Executive and her staff. The Chief Executive has responsibility for planning, developing and implementing policies and strategies within clear guidelines and protocols set by the Trustees. The Chief Executive is supported by a team of five senior managers, their roles being Head of Family Intervention, Head of Operations, Head of External Relations, Senior Partnerships Manager, and Regional Family Intervention Manager.

The Charity has a robust remuneration policy in place which supports a structured pay-scale matrix to reflect the broad range of skill sets throughout the organisation. Pay scales are reviewed to ensure they are aligned with industry standards based upon the specific areas in which the Charity works.

Pay Policy

School-Home Support is a "Living Wage" employer. The company seeks to recruit high performing individuals and sets remuneration levels taking into account a range of factors including:

- An individual's skills, performance and experience;
- The size and responsibility of the role; and
- External benchmark data for the charity and cultural sector.

Trustees

Trustees, who are also the Directors for the purpose of charity law, who served during the year and up to the date of this report are listed on page 3 of this report.

Three trustees were required to be re-appointed during the year in line with our governance procedures, Colin Horswell, John Heffcock and Lisa Robinson..

Trustee Induction and Training

Trustees are able to access a range of training to support them in their role and their understanding of the organisation. Training available includes such areas as governance, finance and safeguarding. New trustees access a comprehensive induction programme and are allocated a "buddy" trustee to support them in their new role. They are also linked with a relevant senior member of staff to support their understanding of the work of the organisation whilst also allowing them to support that area of work with their expertise and skills. A programme of shadowing of front line staff is being developed to deepen trustees knowledge of the complex issues the families the organisation work with face.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of School-Home Support Service (UK) 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 Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and of the resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- comply with applicable accounting standards, including FRS 102, subject to any material departures disclosed and explained in the financial statements; state whether a Statement of Recommended Practice (SORP) applies and has been followed, subject to any material departures which are explained in the financial statements;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper 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.

Disclosure of Information to Auditors

The Trustees who held office at the date of approval of this report confirm that, so far as they are individually aware, there is no relevant audit information of which the Charity's auditors are unaware; and each Trustee has taken all steps that they ought to have taken as a Trustee to make themselves

aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

Going concern

The Trustees consider there are no material uncertainties about the charity's ability to continue as a going concern. The review of the charity's financial position, reserves levels and future plans gives Trustees confidence that the company remains a going concern for the foreseeable future.

In response to the ongoing impact of COVID-19 we increased the frequency of finance committee meetings and levels of information sharing between meetings. We updated our risk register with a focus on the short, medium and long-term impacts of the pandemic. We developed a scenario model to plan for different outcomes and identified savings needed and where they would come from within each scenario. Our overall income levels are actively monitored with regular reforecasts and income planning at least 12 months ahead at all times.

At the date of filing these financial statements whilst there is uncertainty over what if any impact there may be on future donations, the level of current donations and funding received and controls in place mean that, even under a reasonable worst case scenario, the trustees have grounds to believe that the Coronavirus outbreak does not impact the ability of the charity to continue as a going concern for a period of at least 12 months from the date of filing these statements.

Auditors

In accordance with the charitable company's articles, a resolution proposing that Moore Kingston Smith LLP be re-appointed as auditors of the company will be put at a Board Meeting.

The Directors' Report was approved by the Trustees on 27 January 2021, and is signed as authorised on its behalf by:



Fred Sharrock

Chair of Trustees and Director

Strategic Report

Vision, Mission and Values

Our Vision

Every child has the support they need to thrive and achieve

Our Mission

Children in school, ready to learn. Whatever it takes.

Our Values

Collaborate	Working together, engaging the whole family, school and other services, we support families to break the intergenerational cycle of deprivation.
Achieve	We work to be a high achieving organisation, to give every child the chance to thrive and achieve their best.
Respect	Placing value on the emotional and practical needs of families, listening to their issues, recognising and working with their strengths to support the learning and development of children and young people.
Empower	Starting with their strengths, we support the building of resilience in children and their families, enabling parents to support successful educational outcomes for their children.

Our Strategic Aims

- Improving school attendance for vulnerable children through our family-centred approach
- Increasing our reach and impact by delivering services in key target areas
- Sharing best practice to improve family support in schools
- Influencing practice strategically at a national level

Achievements and Performance

Summary

School-Home Support typically supports c. 9,000 disadvantaged children, young people and families per year. Since the Covid-19 pandemic hit the UK in March 2020 we saw a four-fold increase in the number of families being referred to us for 'light touch' support and a seven-fold increase in safeguarding referrals. Despite school closures and Covid-19 restrictions, SHS practitioners continued to deliver support to families throughout this period, albeit remotely. While total numbers reached are down this year (Covid-19 restrictions meant our usual group work could not be delivered), SHS practitioners provided direct support in 2019-20 to over 8,000 individuals. (8,042, compared to 9,765 in 2019). We estimate a further 179,291 individuals were supported indirectly through our wider reach (up from 122,719 in 2019)

Family Intervention Service - flagship SHS Practitioner service

The core of our work is to address reasons for absence and poor behaviour and ultimately help close the 'attainment gap' between disadvantaged children and their peers, which due to the pandemic is now never more needed. SHS practitioners, working with our partner schools, provide individually tailored practical and emotional support to children and families. SHS coordinators support practitioners by providing professional casework guidance and review, to ensure support provided to individuals and/or families is maximised

We employ practitioners across the service with a wide variety of experience and expertise and during the pandemic they demonstrated their ability to be flexible, resilient and tenacious. Our approach during school closures was to work with our school partners to ensure that all families were safe, received food and other practical support, with a particular emphasis on equipping children and young people for online learning through the provision of IT equipment and data so that they didn't fall further behind their peers during this period.

We continue to develop our practitioners to provide a wide variety of interventions to best fit the needs of the school, children and their families. Although a challenge during the pandemic, SHS offers practitioners a wide range of training each year, to support their professional development. Practitioners also have regular mandatory safeguarding training, covering issues such as domestic violence and child sexual exploitation.

Despite the difficulties due to Covid-19 and school closures we are proud of the impact this service has achieved this year with the families we support:

- ❑ 71% of pupils supported in mainstream schools and 89% of pupils in alternative provision improved their attendance (2019: 76% and 71%)
- ❑ The average increase in attendance was 14 extra days in mainstream school or 18 extra days in alternative provision settings (2019: 12 and 20)
- ❑ 72% of parents in mainstream schools and 82% of parents in alternative provision settings became more engaged with their child's school and learning (2019: 68% and 93%)
- ❑ After two years of support the rate of progress typically exceeds the progress in the first year, giving an average of 42 extra days in school for our most vulnerable pupils (2019: 50)

Pastoral Development Services

Our Pastoral Development Services (PDS) support staff in schools and other settings who are responsible for (or involved in) providing family support. These services include supervision, training and resources. Whilst PDS does not generate significant income for SHS, it embraces the opportunity of sharing the charity's expertise to reach more children and families through these services, by the upskilling of others.

School-Home Support's national reach is further achieved through its free SHS Membership which provides online support and information, a monthly newsletter, and access to the SHS Forum (an online support forum where individuals can access peer support around a range of family support issues). This year's performance saw a reduction in annual income from the previous year but a steady increase of 30% in member numbers which demonstrates a demand for the service to continue. SHS Membership now stands at 585 (up from 450 in 2019)

Key developments in 2019/20

Despite the unprecedented impact of Covid-19 on our normal service delivery, we have achieved the strategic objectives we set ourselves for 19/20 in our 2019-2022 business plan as follows:

(i) Consolidating our work

Our work in London, Medway, Bradford and Blackpool continued, with new work established in Manchester and Eastbourne.

(ii) Legacy

We consulted with a number of SHS alumni schools and practitioners; the single clearest need/request being for ongoing access to SHS specialist expertise in supporting families and safeguarding,

(iii) Raising awareness

We had a number of successes in reaching the national media around the impact of Covid-19 on families, highlighting safeguarding concerns and digital poverty. We carried out consultations and training to develop plans for a national campaign.

(iv) Impact measurement

We are now using the Family Outcomes Star, a nationally recognised tool used by charities, local government departments and NHS Trusts. The Star monitors progress in multiple areas and is used to support the setting of action plans and goals with individuals to progress their "journey of change" as well as helping to more clearly and objectively demonstrate impact.

We were also delighted to welcome Lady Sophie Windsor as a new patron for SHS to help raise our national profile and we have invested in a new role, Head of External Relations, to support our development plans in 20-21 and beyond.

Key areas for the coming year 2020/21

As we enter 2020-21 the impact of Covid-19 remains and support for vulnerable families is never more needed. Our strategic aims remain unchanged. Our priorities for the coming year, funding permitting, include:

(i) Improving school attendance for vulnerable children through our family-centred approach

We hope to sustain our successful 'schools fund', allowing us to flexibly deploy SHS practitioners in areas of identified need, including the deployment of 'floating' practitioners where needed to help meet the increase in referrals currently being experienced. We plan to extend our successful pilot project addressing digital poverty.

(ii) Increasing our reach and impact by delivering services in key target areas

We aim to scale our practitioner service to identified geographic areas (key target areas of need based on levels of deprivation and persistent absence) and expect to grow our practitioner teams in targeted areas of London and Manchester. We have recently been selected as one of the Fair Education Alliance Scaling Award Winners for 2020 and hope that with their support we will be able to start to meet some of this need in 20-21. We recognise we need further investment in our internal systems and processes in order to support further geographic development

(iii) Sharing best practice to improve family support in schools

Resources permitting, we will set up and run a pilot 'Helpline' for schools, providing support and guidance around safeguarding and family support, to meet the need identified through our consultation with SHS alumni. We will continue to develop a process to capture the impact of the SHS legacy and evidence the sustainability that SHS builds in schools

(iv) Influencing practice strategically at a national level

Pre-Covid we were planning a 'Support before Court' national campaign (to be piloted at a local level initially). We will now need to keep the need and timing for this national campaign under review while continuing to engage beneficiaries to identify best practice. To ensure our future national campaign is robust we want to commission an external evaluation of the impact of our services in order to support our messaging and to provide impartial evidence for our claims, in particular to be able to evidence the long term impact of our support. We recognise that we need to further develop our website and social media presence in order to more effectively reach our target audience.

Underpinning all of our work we recognise the need to invest in the ongoing professional development and training for all staff members to ensure our services are delivered to the highest standards. For 20-21 this will include EDI (equality, diversity and inclusion) and Insights Discovery (understanding personality and working styles) training for all staff.

Fundraising, Data Protection and GDPR

The charity's main fundraising activity involves communications with corporates, trusts and foundations via telephone, email, fundraising events and sponsored events in line with the Fundraising Code of Practice set by Fundraising Regulator.

Where members of the public have donated or joined our SHS Membership, we adhere to tight guidelines informed by the DPA and GDPR legislation. Our privacy policy can be found on our website (<https://www.schoolhomesupport.org.uk/privacy-cookies/>)

Our SHS Supporter Promise is available in full on our website. Key principles for fundraising activities with the public include the following:

- We adhere to the Fundraising Code of Practice;
- All our activities are open, fair, honest and legal;
- If we are asked to change how we communicate with individuals, or stop, we will do so;
- We do not sell contact details to anyone.

The charity is registered with the Fundraising Regulator and adheres to the standards of the Fundraising Code of Practice. No complaints about fundraising activity were received in the year.

Financial Review of the year 2019-20

The detailed figures for the year ended 31 August 2020 are set out in the financial statements that follow this Strategic Report.

The primary challenge faced nationally was the COVID-19 pandemic and this continues to affect families and organisations in a number of ways. For SHS in Spring and Summer 2020 this meant a strategic drive in two main areas:

- to apply for new funding opportunities available to support those hit hardest by COVID
- to reach out to our current funding partners, especially those with multi-year commitments with us, to ask them to de-restrict monies which would allow flexibility on spend during a time when services delivery needs to be at its most agile, and to provide stability to exist for the longer term.

Financial constraints faced by schools and local authorities remained a challenge during the year however our contract work with Blackpool local authority was extended until 2021, this decision was partly in response to the way SHS reacted to the needs of children that were accelerated by Covid. Additionally, some schools that were unable to fund the service themselves SHS were able to convert to Voluntary income funding rather than lose our services. So whilst contracted income appears lower, this has been replaced by donations or grants for the same service delivery.

Our investment in the fundraising team both this year and in previous years has resulted in Fundraising success in response to the COVID-19 pandemic. This, together with the wonderful generosity of many of our long term partners plus an unexpected but very timely legacy, has enabled the charity to deliver its commitments and has strengthened the Charity to be in a much more favourable position for the coming year.

Overall, the timing of income received and our year end date being August, meant that we are showing a surplus of £292,532, 74% of which is in Restricted reserves for spend due to happen in financial year 2020-21. We feel this is a positive reflection of the efficiencies of resources, effective

work flows and close management of costs we continue to strive to achieve so that as much of our income as possible goes to benefit the families we support.

Whilst we continue to be cautious about any implications of the ongoing COVID-19 pandemic and other financial uncertainties facing our funding partners and supporters, we believe SHS and its financial structure will continue to be resilient and capable of responding to the challenges that may lie ahead. The Board of Trustees of School-Home Support, having carefully considered the financial position and the economic circumstances, consider the charity to be a going concern for the foreseeable future.

Voluntary Income and Fundraising

Reliance on voluntary income has increased over recent years. The in-house fundraising team are tasked with raising the voluntary income needed to deliver vital services. The team are supported by a subcommittee of trustees who provide additional strategic and governance overview support.

Voluntary sourced income in 2019/20 increased by 50% on the previous year with a total of £1,927k received (£1,278k in 2018/19). This represents 71% (61% in 2019) of incoming resources. Direct Fundraising costs totalled £235k which represents 12% of total voluntary sourced income (£199,000 or 15% in 2019).

Trusts and foundations remain the largest income stream; corporate partnerships continue to develop. We would like to thank all our supporters without whom we would not be able to provide vital services to disadvantaged children and families. A full list is given in our Impact Report, including:

- The Bloomfield Trust
- City Bridge Trust
- Colyer Fergusson Charitable Trust
- Community Foundation for Lancashire
- The Dulverton Trust
- East End Community Foundation
- Essex Community Foundation
- The Garfield Weston Foundation
- The Rayne Foundation
- St. James's Place Charitable Foundation

Fee Income

The constraints on School budgets continue to be a challenge to SHS attracting new business and continuing services, thus increasing the reliance on voluntary income for SHS Practitioner Service.

Fee Income for charitable activities decreased from £808k in 2019 to £767k in 2020. However, income for services to schools was boosted by the increase in voluntary sourced income for

Charitable activities. This meant that delivery levels for our SHS practitioner service increased by nearly 22% overall (£1,661,787 in 2020, up from £1,364,891 in 2019).

Income from local authorities totalled £366k (£186K in 2019) .

Costs

The cost of charitable activity increased due to higher spending to meet the increased demands for service delivery during pandemic. Efficiency savings were achieved where possible to ensure spend was kept in line with income.

Balance Sheet

Overall reserves at £804k are increased from 2018-19 (£511k) as a result of recent Fundraising success and an unexpected legacy donation. Restricted reserves have increased by 68% from £313k to £529k. There is an increase of £77k in Unrestricted reserves, from £198k to £275k.

Investment Policy

School-Home Support had no investment activity in 2019/20 other than the receipt of bank interest.

Reserves Policy

The Finance and Impact Committee, on behalf of the Board of Trustees, meets quarterly and conducts an annual review of the level of unrestricted reserves by considering risks associated with the various income streams, expenditure plans and balance sheet items. This enables an estimate to be made of the level of unrestricted reserves that are sufficient:

- to allow time for reorganisation in the event of a downturn in income or asset values;
- to protect ongoing service provision; and
- to allow the charity to meet its working capital requirements.

Furthermore, the trustees must also take into consideration that a material proportion of the charity's income is generated from philanthropic sources. As a result, the charity must ensure that it has sufficient unrestricted reserves to meet its commitments..

The trustees have concluded that the principal risk to the organisation is a shortfall in either or both the contractual and fundraised income and that between £145k and £290k of free reserves (being unrestricted reserves less unrestricted fixed assets) would be needed to meet the above requirements. This equates to 2-4 months operational costs. Having reviewed this policy in light of Covid-19 events, Trustees are satisfied that this reserves policy is still appropriate for our requirements. Our free reserves at the 31st August 2020 were £248,400 (being Unrestricted reserves £275,042 less Fixed assets of £26,642). The trustees have set a surplus budget for 2020/21 to continue to meet the limit set out in the policy.

Risk Management

The Trustees confirm that they have reviewed an assessment of the major risks to which the Charity is exposed, particularly operational and financial risks, and are satisfied that the controls and actions in place to manage and mitigate the major risks that have been identified are sufficient. The risk register is reviewed annually as a whole and key risks are discussed at each Finance and Impact Committee. Key risks currently identified include continued budgetary challenges in schools and local authorities and its consequential impact on maintaining existing contracts or achieving new business, which increases the reliance on voluntary sourced income.

The Charity has amended its risk register to include the various impacts of Covid 19 and continues to reassess regularly to keep this updated.

In order to mitigate the risks identified, especially in relation to mitigating the financial uncertainty, the Charity continues to review different scenarios and assess the Charity's ability to react and where possible to expand the reach of its services.

The Strategic Report was approved by the Trustees on 27 January 2021, and is signed as authorised on its behalf by:

David Vaughan, Chair of Finance and Impact Committee

David Vaughan

Date 27/1/21

Fred Sharrock, Chair of Trustees and Director

Fred Sharrock

Date 15/02/21

**Independent Auditor's Report to the Members of
School-Home Support Service (UK)
For the year ended 31 August 2020**

Opinion

We have audited the financial statements of School-Home Support Service (UK) ('the company') for the year ended 31 August 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 FRS 102 'The Financial Reporting Standard Applicable in the UK and 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 August 2020 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 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 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 other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where 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 trustees' 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 in preparing the Trustees' Annual Report and from preparing a Strategic Report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 7, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future

events or conditions may cause the charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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.

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 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

Date 16 February 2021

Shivani Kothari (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor
Devonshire House, 60 Goswell Road, London, EC1M 7AD

Statement of Financial Activities

(including Income & Expenditure Account)
for the year ended 31 August 2020

	Notes	2020			2019		
		Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Income from:							
Donations and grants	3	597,063	1,330,000	1,927,063	571,951	706,755	1,278,706
Charitable Activities	4	766,601	-	766,601	808,110	-	808,110
Investments		2,927	-	2,927	2,389	-	2,389
Total Income		1,366,591	1,330,000	2,696,592	1,382,450	706,755	2,089,205
Expenditure on:							
Raising funds	5	284,046		284,046	262,550		262,550
Charitable Activities	5	1,005,417	1,114,596	2,120,013	1,094,760	725,824	1,820,584
Total Expenditure		1,289,463	1,114,596	2,404,059	1,357,310	725,824	2,083,134
Net income (expenditure) for the year		77,129	215,404	292,533	25,140	(19,069)	6,071
Transfers between funds				-	(50,784)	50,784	-
Funds brought forward 1 September 2019		197,913	313,449	511,362	223,557	281,734	505,291
Funds at 31 August 2020	16	275,042	528,853	803,895	223,557	313,449	505,292

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

All transactions during the year are derived from continuing activities.

The notes on pages 24-34 form part of these financial statements.

Statement of Charity Balance Sheet

as at 31 August 2020

	Notes	2020		2019	
		£	£	£	£
Fixed assets					
Tangible assets	10		26,642		34,932
Intangible assets	11		0		1,108
			<u>26,642</u>		<u>36,040</u>
Current Assets					
Debtors	12	151,199		95,824	
Cash at bank and in hand		1,370,531		967,480	
		<u>1,521,731</u>		<u>1,063,304</u>	
Creditors:					
amounts falling due within one year	13	(744,479)		(587,981)	
Net current assets			<u>777,252</u>		<u>475,323</u>
Net assets	15		<u>803,895</u>		<u>511,363</u>
Funds					
Unrestricted funds	16		275,042		197,913
Restricted funds	16		528,853		313,449
Total Funds			<u>803,895</u>		<u>511,362</u>

Company Number: 03991440

The financial statements on pages 21-34 were approved by the Trustees on 27 January 2021 and signed on their behalf by:

David Vaughan, Chair of Finance and Impact Committee

David Vaughan

Date 27/1/21

Fred Sharrock, Chair of Trustees and Director

Fred Sharrock

Date 15/2/21

Statement of Cash Flows

(including Income & Expenditure Account)
for the year ended 31 August 2020

	£	£
Reconciliation of net (expenditure) / income to net cash flow from operating activities		
Net (expenditure) income for the year	292,533	6,071
Depreciation	9,398	22,351
Investment income	(2,927)	(2,389)
Decrease (increase) in debtors	(55,375)	239,432
Increase in creditors	156,495	(279,914)
	400,124	(14,449)
Cash flows from investing activities		
Bank interest received	2,927	2,389
	2,927	2,389
Change in cash and cash equivalents in the year	403,051	(12,060)
Cash at 1 September 2019	967,480	979,540
Cash at 31 August 2020	1,370,531	967,480

Notes to the Accounts

1. Accounting Policies

Accounting convention

The accounts (financial statements) have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 with the application of recent amendments (October 2020) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Practice as it applies from 1 January 2015.

The accounts (financial statements) have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 with the application of recent amendments (October 2020) rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Assets and liabilities are recognised at historical cost or transaction value.

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

Title

The charitable company has an exemption under Paragraph 60 of the Companies Act 2006 from using "Limited" in the title.

Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

Going concern

The financial statements have been prepared on a going concern basis which assumes that the charity will continue in operation for a period of at least 12 months from the date of approval of these financial statements. The trustees continue to review financial forecasts in the light of the ongoing COVID-19 pandemic and in making this statement have taken account of the possible impact on income and the ability of the charity to deliver its services.

At the date of filing these financial statements whilst there is uncertainty over what if any impact there may be on future donations, the level of current donations and funding received and controls in place mean that, even under a reasonable worst case scenario, the trustees have grounds to believe that the Coronavirus outbreak does not impact the ability of the charity to continue as a going concern for a period of at least 12 months from the date of filing these statements.

Income

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

Income received for general purposes of the charity is credited to unrestricted funds. Income subject to specific wishes of the donor is credited to relevant restricted funds.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

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

Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Expenditure

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

- ❑ Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose;
- ❑ Expenditure on charitable activities includes the costs of delivering support to schools, undertaken to further the purposes of the charity and their associated support costs. Where costs cannot be directly attributed (support costs), they have been allocated to the activities on a basis consistent with the use of resources;
- ❑ Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

Operating leases

Where assets are financed by leasing agreement that give rights approximating to ownership ("finance leases"), the assets are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments during the lease term. The corresponding leasing commitments are shown as obligations to the lessor.

Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £750. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- | | |
|---|------------------------------------|
| <input type="checkbox"/> Leasehold improvements | Straight line over length of lease |
| <input type="checkbox"/> Fixtures & fittings | Straight line over 5 years |
| <input type="checkbox"/> IT | Straight line over 4 years |

Intangible fixed assets

Intangible fixed assets and Amortisation is provided at rates calculated to write off the cost of each asset, less any residual value, over its expected useful life. The amortisation rates in use are as follows:

- | | |
|---|----------------------------|
| <input type="checkbox"/> Website costs | Straight line over 4 years |
| <input type="checkbox"/> Software costs | Straight line over 4 years |

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.

Cash at bank and in hand

Cash at bank and cash in hand includes cash and deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

Creditors and provisions

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

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 bank loans which are subsequently measured at amortised cost using the effective interest method.

Financial Instruments

The company has elected to apply the provision of Section 11 'Basic Financial Instruments' and Section 12 'Other instruments' are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exceptions of prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 12 and 13 for the debtor and creditor notes.

Pensions

The charity operates one defined contribution pension scheme for employees. The pension charge represents contributions payable by the charity for the period, and the charity's liability is limited to the amounts of the contributions. The scheme is as follows:

- A scheme administered by AEGON Scottish Equitable, the funds of which are separate from those of the charity.

Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements.

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year, except for the estimates and judgements used for Depreciation and Amortisation.

2. Company Structure

The charity is a company limited by guarantee and not having a share capital. The members of the company are the Trustees named on page 3. At 31st August 2020 the number of members was 13 (2019: 13).

3. Income from Donations and Grants

	2020			2019		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Donations & grants	593,006	1,330,000	1,923,006	563,621	706,755	1,270,376
Trustee donations	4,057	-	4,057	8,330	-	8,330
Total donations	597,063	1,330,000	1,927,063	571,951	706,755	1,278,706

Donations and Grants includes one Legacy donation of £90,230.

4. Income from Charitable Activities

	2020			2019		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Family Intervention	399,908	-	399,908	592,139	-	592,139
Projects / Agencies	365,689	-	365,689	186,411	-	186,411
Pastoral Development Services	1,005	-	1,005	29,560	-	29,560
Total income from charitable activities	766,601	-	766,601	808,110	-	808,110

5. Total Expenditure

	Cost of raising funds £	Charitable activities £	Support costs £	2020 Total £	2019 Total £
Staff costs (note 7)	221,182	1,477,408	223,440	1,922,030	1,654,867
Promotion & marketing	-	1,441	-	1,441	1,600
Travel & subsistence	1,374	13,882	805	16,061	13,839
Learning & development	1,724	29,099	-	30,822	15,423
Finance & legal	-	33,472	47,351	80,823	55,793
Other	10,923	132,101	196,358	339,383	328,051
Governance	-	-	13,500	13,500	13,560
	235,203	1,687,403	481,453	2,404,059	2,083,133
Support costs	48,843	432,610	(481,453)		
Total expenditure	284,046	2,120,013	-	2,404,059	2,083,133

6. Net income (expenditure) for the year.

This is stated after charging:	2020 £	2019 £
Depreciation & amortisation	9,398	22,350
Operating lease rentals		
Property	72,354	73,593
Other		(2,608)
Audit fee	13,500	13,560
	<u>1,922,030</u>	<u>1,654,868</u>

7. Staff costs and Numbers

	2020 £	2019 £
Salaries and wages	1,752,004	1,502,642
Redundancy and termination costs	3,360	2,049
Social security costs	136,040	124,239
Pension costs	30,626	25,938
	<u>1,922,030</u>	<u>1,654,868</u>

The number of staff included in Redundancy and termination costs was 2 (2019: 2).

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

	2020	2019
£70,000 - £79,999	<u>1</u>	<u>1</u>

The total employee benefits including pension contributions of the key management personnel were £271,747 (2019: £286,418).

Key Management Personnel included Trustees, Chief Executive, and the five senior managers as identified on page 6.

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2019: £nil). No charity trustee received payment for professional or other services supplied to the charity (2019: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £Nil (2019: £Nil).

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2020	2019
Raising funds	7	5
Charitable activities	54	52
Support	7	7
Governance	1	1
	69	65

8. Related party transactions

There are no related party transactions to disclose for 2020 (2019: None).

Aggregate donations from Trustees were £4,057 (2019: £8,330).

9. Taxation

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

The charity is not registered for VAT and therefore Irrecoverable VAT is included with the cost of the items to which it relates.

10. Tangible Fixed Assets

	Leasehold property £	Fixtures & fittings £	Computer equipment £	Total £
Cost				
At the start of the year	57,026	16,070	93,659	166,755
Additions in the year	-	-	-	-
At the end of the year	57,026	16,070	93,659	166,755
Depreciation				
At the start of the year	25,147	13,853	92,823	131,823
Charge for the year	5,703	1,752	836	8,290
At the end of the year	30,850	15,605	93,659	140,113
Net book value				
At the end of the year	26,176	465	-	26,642
At the start of the year	31,879	2,217	836	34,932

All of the above assets are used for charitable purposes.

11. Intangible Fixed Assets

	Software £	Website £	Total £
Cost			
At the start of the year	192,800	31,752	224,552
Additions in the year	-	-	-
At the end of the year	192,800	31,752	224,552
Amortisation			
At the start of the year	192,299	31,145	223,444
Charge for the year	501	607	1,108
At the end of the year	192,800	31,752	224,552
Net book value			
At the end of the year	-	-	-
At the start of the year	501	607	1,108

All of the above assets are used for charitable purposes.

12. Debtors

	2020	2019
	£	£
Trade debtors	106,037	58,361
Other debtors	-	3,240
Prepayments	15,037	34,406
Accrued income	30,126	(183)
	151,199	95,824

13. Creditors: amounts falling due within one year

	2020	2019
	£	£
Trade creditors	51,741	12,899
Taxation and social security	34,547	31,624
Other creditors	17,896	6,615
Accruals	138,772	52,753
Deferred income (Note 14)	501,523	484,090
	744,479	587,981

14. Deferred Income

	2020	2019
	£	£
Balance at the beginning of the year	484,090	759,621
Amount deferred in the year	631,964	568,149
Amount released to income in the year	(614,533)	(843,680)
Balance at the end of the year	501,523	484,090

Deferred income includes school fee income invoiced which covers future periods.

15. Analysis of Net Assets Between Funds

	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Tangible fixed assets	26,642	-	26,642	34,932	-	34,932
Intangible fixed assets	-	-	-	1,108	-	1,108
Net current assets	248,401	528,853	777,254	161,873	313,449	475,322
Net assets at the end of the year	275,042	528,853	803,895	197,913	313,449	511,362

16. Movement in Funds

	At the start of the year	Incoming resources	Outgoing resources	At the end of the year
	£	£	£	£
Restricted funds				
Core costs	23,692	386,702	(291,700)	118,694
IT	7,095	7,850	(7,850)	7,095
Family Intervention	254,397	868,159	(751,443)	371,113
Pastoral Development Services	9,842	6,525	(8,690)	7,677
Welfare	18,423	60,764	(54,913)	24,274
Total restricted funds	313,449	1,330,000	(1,114,596)	528,853
Unrestricted funds	197,913	1,366,591	(1,289,463)	275,042
Total funds	511,362	2,696,591	(2,404,059)	803,895

Purposes of restricted funds:

- Core costs - For core day to day running costs excluding items such as capital purchases.
- IT - For expenditure on hardware and software including website.
- Family Intervention- To cover practitioner roles within schools or regionally based.
- Pastoral Development Services - For delivery of training, supervision support and membership services.
- Welfare - For expenditure on welfare fund items including IT / data provision to families.

17. Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	2020			2019		
	Property £	Equipment £	Total £	Property £	Equipment £	Total £
Less than one year	53,760	-	53,760	53,760	72	53,832
Two to five years	188,160	-	188,160	215,040	-	215,040
Over five years	-	-	-	26,880	-	26,880
	241,920	-	241,920	295,680	72	295,752

18. Analysis of changes in Net Debt

	As at 1 September 2019	Cash flows	Acquisition/ disposal of subsidiaries	Net Finance Leases	Fair value Movement	Other non- cash changes	As at 31st of August 2020
Cash	967,480	403,051					1,370,531