



**Report and Accounts  
For the Year Ended 31 March 2020**

Charity Number 1041476  
Company Number 2975404

Stuart Arrandale  
Chartered Accountant

## CAMBRIDGE FAMILY MEDIATION SERVICE REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2020

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<b>CHARITY NUMBER</b>	1041476
<b>COMPANY REGISTRATION NUMBER</b>	2975404 (ENGLAND) A company limited by guarantee not having a share capital
<b>TRUSTEE/DIRECTORS</b>	
<b>Chair</b>	Ms Stacey Moar
<b>Treasurer</b>	Mrs Jackie Roberts (resigned 27 September 2019) Ms Deborah Hargreaves Ms Mary Coussey Mrs Juliet Harvey Mrs Joanne Preston Mrs Elizabeth McClure Lewis Ms Sarah Calder (appointed 27 September 2019) Ms Hilary Perrott (appointed 27 September 2019)
<b>COMPANY SECRETARY</b>	Mr Quentin Baker (resigned 15 April 2019)
<b>REGISTERED OFFICE</b>	Essex House 71 Regent Street Cambridge CB2 1AB
<b>REPORTING ACCOUNTANT</b>	Stuart Arrandale Chartered Accountant 23-25 Gwydir Street Cambridge CB1 2LG
<b>BANKERS</b>	CAFBANK Ltd Kings Hill West Malling Kent ME19 4TA

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FOR THE YEAR ENDED 31 MARCH 2020

Registered office at Essex House, 71 Regent Street, Cambridge, CB2 1AB

Cambridge Family Mediation Service is a registered Charity No. 1041476.

Registered as a company limited by guarantee and registered in England No. 2975404



## Principal Activity

The principal activity of the charitable company is to alleviate the hardship and distress of couples and other family members involved in separation or divorce and to preserve and protect the health, both mental and physical, of the adults and children involved.

The core values of our service are inclusiveness, acceptance, and accessibility through the empowerment of parents, carers, and children; quality and professionalism of service and acting as a voice for the well-being of children.

As such we aim to help those experiencing relationship breakdown by providing accessible information and support for children, parents and carers from all cultures and communities. We have a special concern for listening to the voices of children and young people and supporting children and their parents or carers.

We aim to help separating couples to work together to resolve their financial and/or childcare problems by offering them a safe environment where their feelings are acknowledged and where they are encouraged to discuss and plan the future as constructively as possible.

To further these objectives, we provide a range of services to couples involved in, or considering, separation and divorce, and to their children and other family members. These services consist of:

- Information about all aspects of separation and divorce and the most appropriate means of helping children through parental and separation.
- Mediation with a view to helping couples to make decisions on practical arrangements for themselves and their children.
- Mediation in Special Educational Needs and Disability (SEND) cases

## Mediation Service

We employ six mediators. One of our mediators are also Professional Practice Consultants and provide in-house Supervision. The service also receives Professional practice Consultancy support through an external consultant.

As well as providing our core family mediation work, we continue to provide Special Educational Needs and Disability Mediation (SEND) for Cambridgeshire County Council. This contract was re-tendered in 2020 along with 16 other local authorities. Due to the UK wide nature of the contract CFMS declined to tender for this work.

## Parenting Programmes

We continue to deliver the Separated Parenting Information Programmes SPIP aimed at helping parents to maximise their emotional support to children throughout the period of family

separation and its aftermath. These are offered under a contract held with the Children and Family Court Advisory and Support Service (CAFCASS) with referrals ordered by the Judges of the local family court.

This contract was re-tendered in the autumn of 2017, and Cambridge Family Mediation Service formed a partnership with Leicester Relate to bid for a wider area (Cambridgeshire and Leicestershire). The new contract was secured and began in Spring 2018. Under the new contract, both partners can offer SPIP privately for a fee no greater than that paid by CAFCASS for court ordered clients.

## Financial review

Income for the year amounted to £196,763 (period ended 31 March 2019: £201,670). The main contributors being mediation fees which amounted to £90.5k and Legal Aid Funded mediation which amounted to £22k. SPIP delivery of £43.3k and Special Educational Need Mediation income of £39.1k. Donations gratefully received during the year amounted to £620.

### Reserves

The balance on the unrestricted fund account on 31 March 2020 was £72,496 (period ended 31 March 2019: £63,963). The Trustees continue to focus on two primary financial objectives: (1) create sufficient cash reserves to enhance organisational resilience to respond to any future economic downturns; and (2) further develop the service's revenue streams to financially support the service's charitable objectives obviating the need to rely largely on charitable donations to fund capital expenditure and future development.

The balance on the restricted fund account on 31 March 2020 was £1,854 (period ended 31 March 2019: £1,854).

## Chief Executive Officers Report, Michael Mack

Having taken on the role of CEO in July 2019 my main focus has been on ensuring that the service increases its impact the people of Cambridgeshire through the delivery of it different programmes.

During both the early stages of this year and the year before the service has seen the departure of both the operations managers. This level of change had impacted on the overall performance of the business; however, the Trustees took decisive actions to ensure that the service remains in a strong position both in relation to quality of provision and financial security.

Since joining the service, the Trustees and I have been working to ensure that we have robust management systems in place and a clear vision for the future. This focus has enabled the overall performance to improve over the period.

It is however disappointing that the impact of Covid-19 in the final month of the year did start to impact on business performance.

The table below provides the year's key performance indicators against the last three years.

	2007/18 Output	2018/19 Output	2019/20 Outputs
1 <sup>st</sup> MIAMS	412	404	373
2 <sup>nd</sup> MIAMS	189	173	176
Mediation Session	199	254	228
% of 1 <sup>st</sup> MIAMS converted to 2 <sup>nd</sup> MIAMS	46%	43%	47%
% of 1 <sup>st</sup> MIAMS converted to Mediations	16%	29%	27%
% of Mediation cases converted to successful outcomes	41%	44%	50%

### Legal Aid

Against the national trend, the service has seen an increase (from £19,910 to £22,120 in value) in the number of legal aid cases being supported. This increase has been generated by developing relationships with local support services such as the CAB in Cambridge and the ARU Law Clinic. This increase is set to continue over the coming year.

The rise in legal aid cases brings additional challenges, these cases often include more challenging cases with complicated client situations. The rise in legal aid work has also provided a financial challenge to the service; legal aid pay rates for mediation have not been reviewed for over 10 years. The relatively low income generated from Legal Aid Delivery has resulted in most other local providers ceasing to offer legal aid mediation. The service successfully passed its annual Legal Aid Agency review.

### Implementing a Strategic Management Plan

During the first month in post the Trustees set out a clear objective of reviewing the service and establishing a vision and direction for the future of the service. This review highlighted a number of issues to be addressed. Below I have summarised these key issues and how they have subsequently been managed;

- Updating the financial systems and introducing a new financial officer. This issue was identified due to the retirement of the current bookkeeper and treasurer. We have a new bookkeeper in place and have moved the full financial system and payroll onto a new system. This allows for better reporting and

management while also reducing overall management time.

- Recruitment of a new Professional Practice Consultant. With the departure of Viv Keys from the service, and the desire of Jane Bridge to focus her work away from PPC delivery, the service needed to recruit a new PPC. The service identified and recruited Adrian Wright as the lead PPC. Adrian brings many years of experience in mediation to the service and has had a positive impact on the work being delivered.
- Recruit new mediators. Due to the departure of mediators and the limited supply of local mediators the service needed to attract new mediators to ensure the long-term effectiveness of the service is maintained. In October, the service recruited Belinda Jones as a trainee mediator and in January Rebecca Sewell joined us. Both Rebecca and Belinda were completing their mediation accreditation processes and since joining, we are pleased that Rebecca is now an accredited mediator and Belinda has just submitted her portfolio.
- The service also needed to recruit new SPIP providers to increase the range of dates and times we can deliver this programme. The service has recruited Sue Fowles and trained Rebecca Sewell to deliver the course.
- The service knew that they may be served notice on the current office and needed to ready itself for a move. In January, the landlord of Essex House approached the service regarding their aim to convert the building into student flats. Ongoing correspondence has resulted in a suitable settlement being agreed and all costs associated with this being covered. The service is pleased to announce that it has found a new permanent home in the CAB Advice Centre, 66 Devonshire Rd, Cambridge CB1 2BL.
- The Trustees and I felt that the team had worked above and beyond over the last 18 months to move the service into a financially secure position while also having reduced management support. It was agreed that all staff should receive a discretionary, one off bonus. This was paid in the December pay run.
- Review of client referral sources has been undertaken to better understand who our clients are and how we can better support them.
- Implementation of a marketing strategy. This strategy has seen increased use of social media, blogs, and electronic newsletters.

## Covid-19

Towards the end of the financial year Covid-19 impacted on the service's performance. The Trustees and I have been constantly reviewing the service's approach and systems to ensure that the service is managed in a way that protects both our clients and staff while also minimising Covid-19's negative impact on our financial performance.

During the initial weeks of the government's response to the Covid-19 situation the service moved all delivery to online platforms and supported the staff to move to home working. The service has placed two of its mediation team into the government's furlough scheme and deferred the April VAT payment.

We are pleased to have received financial support from the Evelyn Trust. This funding has supported the financial security of the service. Further grant applications have been submitted and are awaiting decisions.

## Plans for The Future

We are very pleased that the charity's financial position continues to strengthen, and of our achievements in supporting Cambridgeshire families through the challenges faced during separation, but we cannot sit back, there is more to be done.

To enable increased investment in our services, the Trustees have formally agreed to merge Cambridge Family Mediation Service with Norfolk Family Mediation Service. The synergies of merging will enable both services to invest in the markets they operate in and allow them to support more families through the separation process. The benefits of merging the services are:

- Improved operational resilience;
- Improved financial stability;
- Increased resources to invest in our existing people and invest in the future of mediation; and
- Delivery of more mediation in Norfolk and Cambridgeshire support more families.

The merger will take the legacy of the Cambridge Family Mediation Service forward and build upon the strong foundation we already have.

## REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2020

### Trustees

The charity is managed by an executive committee which reports to quarterly meetings of Trustees. The Trustees have the power to fill any vacancies that arise during the year which are then confirmed by the members at the next Annual General Meeting. The charity is a company limited by guarantee not having a share capital. The Trustees receive no remuneration, dividend, bonus or other benefit either directly or indirectly.

### Trustees Responsibilities

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 charity and of the surplus or deficit for that year. In preparing the financial statements the Trustees have:

- Selected suitable accounting policies and applied them consistently;
- Made judgements and estimates that are reasonable and prudent;
- Stated whether applicable accounting standards have been followed subject to any material departures disclosed and explained in the financial statements; and
- Prepared the financial statements on the going concern basis.

The Trustees have overall responsibility for ensuring that the charity has an appropriate system of controls, financial and otherwise. They are also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Reserves Policy

The charity aims to hold sufficient general funds to cover the cost of running the charity for three months.

### Post Balance Sheet Events

There are no Post Balance Sheet Events to be reported.

Signed on behalf of the Trustees on 24 June 2020.

Mrs Stacey Moar

Director

## ACCOUNTANT'S REPORT TO THE MEMBERS ON THE UNAUDITED ACCOUNTS OF CAMBRIDGE FAMILY MEDIATION SERVICE

I report on the accounts for the year ended 31 March 2020, which are set out on pages 7 to 12.

### Respective responsibilities of Trustees and reporting accountants

As described on page 5 the Trustees, who are also the Trustees of Cambridge Family Mediation Service for the purposes of company law, are responsible for the preparation of the accounts, and they consider that an audit is not required for this year and that an independent examination under section 144 of the Charities Act 2011 is needed. It is my responsibility to:

- examine the accounts under section 145 of the Charities Act,
- to follow the procedures laid down in the general Directions given by the Charity Commission and
- to state whether particular matters have come to my attention.

### Basis of statement

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

### Independent examiner's statement

In connection with my examination, no matter has come to my attention which gives me reasonable cause to believe that in any material respect, the requirements:

- to keep accounting records in accordance with section 130 of the Charities Act, and
- to prepare accounts which accord with the accounting requirements of the charities Act

have not been met, or to which in my opinion attention should be drawn in order to enable a proper understanding of the accounts to be reached

STUART ARRANDALE  
Chartered Accountant  
23-25 Gwydir Street  
Cambridge  
CB1 2LG

24 June 2020

## STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2020

	<u>NOTES</u>	Unrestricted funds £	Restricted funds £	Total 2020 £	Total 2019 £
<b>INCOME AND EXPENDITURE</b>					
<b>INCOMING RESOURCES</b>					
Donations	1c	620	-	620	4,228
Incoming resources from operating activities in furtherance of the charity's objects		196,059	-	196,059	197,075
Incoming resources from other activities for generating funds	1c	-	-	-	330
Investment income		<u>84</u>	<u>-</u>	<u>84</u>	<u>37</u>
<b>TOTAL INCOMING RESOURCES</b>		<u>196,763</u>	<u>-</u>	<u>196,763</u>	<u>201,670</u>
Cost of generating funds		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>NET INCOMING RESOURCES AVAILABLE FOR CHARITABLE APPLICATION</b>		<u>196,763</u>	<u>-</u>	<u>196,763</u>	<u>201,670</u>
<b>RESOURCES EXPENDED</b>					
Direct charitable expenditure	3	186,780	-	186,780	179,649
Establishment and Administration	4	<u>1,450</u>	<u>-</u>	<u>1,450</u>	<u>1,450</u>
<b>TOTAL RESOURCES EXPENDED</b>		<u>188,230</u>	<u>-</u>	<u>188,230</u>	<u>181,099</u>
<b>NET INCOMING /(OUTGOING) RESOURCES BEFORE TRANSFERS</b>		8,533	-	8,533	20,571
Gross transfer between funds Of the charity		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>NET INCOMING /(OUTGOING) RESOURCES FOR THE YEAR</b>	2	8,533	-	8,533	20,571
Balances brought forward At 1 April 2019		<u>63,963</u>	<u>1,854</u>	<u>65,817</u>	<u>45,246</u>
Balances carried forward At 31 March 2020		<u>72,496</u>	<u>1,854</u>	<u>74,350</u>	<u>65,817</u>

There have been no acquisitions or discontinued operations during the current or preceding years.  
The notes on page 9 to 12 form part of these accounts.

## CAMBRIDGE FAMILY MEDIATION SERVICE BALANCE SHEET AS AT 31 MARCH 2020

	<u>NOTES</u>	<u>2020</u>		<u>2019</u>	
		£	£	£	£
FIXED ASSETS	6	-		1,488	
CURRENT ASSETS					
Debtors	7	6,079		15,523	
Cash and Bank		<u>88,481</u>		<u>62,492</u>	
		94,560		78,015	
CURRENT LIABILITIES					
Creditors falling due within one year	8	<u>20,210</u>		<u>13,686</u>	
NET CURRENT ASSETS			<u>74,350</u>		<u>64,329</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>£74,350</u>		<u>£65,817</u>
INCOME FUNDS					
Restricted funds	10		1,854		1,854
Unrestricted funds			<u>72,496</u>		<u>63,963</u>
			<u>£74,350</u>		<u>£65,817</u>

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

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

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

Approved by the Trustees on 24 June 2020 and signed on their behalf.

.....(Chair)

The notes on pages 11 to 14 form part of these accounts.

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2020

### 1. ACCOUNTING POLICIES

#### a) BASIS OF PREPARATION OF ACCOUNTS

These accounts have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice (SORP), “Accounting and Reporting by Charities” and with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014.

#### b) DEPRECIATION

Fixed Assets are depreciated on a straight-line basis at the following rates:

Office equipment: 25%

#### c) GRANTS, DONATIONS AND OTHER INCOME

Income from grants, donations and other income has been allocated to the accounting year in which it is receivable.

#### d) ALLOCATION OF COSTS

Direct charitable expenditure comprises all expenditure directly relating to the objects of the charity.

Establishment and administration of the charity comprises administration of the charity and other costs which should not be treated as direct charitable expenditure. Establishment costs, management salaries and administration costs are allocated to the Mediation Service and Other Family Services in the ratios 75:25.

### 1. NET INCOMING/(OUTGOING) RESOURCES

The net incoming/(outgoing) resources before transfers for the year is arrived at after:

	<u>2020</u>	<u>2019</u>
	£	£
Reporting Accountant’s fee	950	950
Combined liability insurance	1,898	1,308
Depreciation	1,488	2,930

### 2. DIRECT CHARITABLE EXPENDITURE

	Unrestricted	Restricted	Total	
	funds	funds	2020	2019
	£	£	£	£
<u>Mediation Service</u>	£	£	£	£
Mediators’ salaries	56,106	-	56,106	49,458
Non-practitioner salaries	21,021	-	21,021	28,099
Establishment and admin costs	35,452	-	35,452	33,378
Training, affiliation and travel	<u>1,965</u>	-	<u>1,965</u>	<u>2,706</u>
	<u>114,544</u>	-	<u>114,544</u>	<u>113,641</u>

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2020

### 3. DIRECT CHARITABLE EXPENDITURE

	Unrestricted funds	Restricted funds	Total	
	£	£	2020 £	2019 £
<u>Children's Service</u>				
Establishment and admin costs	-	-	-	-
<u>Other Family Services</u>	£	£	£	£
Practitioners' salaries	53,413	-	53,413	45,516
Non-practitioner salaries	7,006	-	7,006	9,366
Establishment and admin costs	<u>11,817</u>	-	<u>11,817</u>	<u>11,126</u>
	<u>72,236</u>	-	<u>72,236</u>	<u>66,008</u>
Total	<u>186,780</u>	-	<u>186,780</u>	<u>179,649</u>

### 4. ESTABLISHMENT AND ADMINISTRATION

	Unrestricted funds	Restricted funds	Total	
	£	£	2020 £	2019 £
<u>Establishment</u>				
Rent and rates	18,525	-	18,525	18,434
Repairs and maintenance	1,638	-	1,638	1,671
Telephone	1,700	-	1,700	1,719
Printing, post & stationery	5,415	-	5,415	5,193
Heat and light	2,202	-	2,202	1,555
<u>Administration</u>				
Bookkeeping	4,496	-	4,496	2,817
Insurance	1,898	-	1,898	1,308
Consultants expenses	2,650	-	2,650	3,236
Depreciation office equipment	1,488	-	1,488	2,930
Sundry	<u>7,257</u>	-	<u>7,257</u>	<u>5,641</u>
	47,269	-	47,269	44,504
Allocated to the Mediation Service	(35,452)	(-)	(35,452)	(33,378)
Allocated to the Children's Service	(-)	(-)	(-)	(-)
Allocated to the Other Family Services	<u>(11,817)</u>	<u>(-)</u>	<u>(11,817)</u>	<u>(11,126)</u>

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2020

### 5. ESTABLISHMENT AND ADMINISTRATION

	Unrestricted funds	Restricted funds	Total	
	£	£	2020	2019
Financial and professional Independent examination	950	-	950	950
Trustees meetings	500	-	500	500
Legal and professional	-	-	-	-
	1,450	-	1,450	1,450
Total Administration	1,450	-	1,450	1,470

### 6. TAXATION

All income from the charity's trading activities is applied for the purposes of the charity. The charity is therefore exempt from income tax and corporation tax

### 7. FIXED ASSETS

	Leasehold Improvements	Office Equipment	Total
	£	£	£
Cost			
At 1 April 2019	11,163	24,027	35,190
Additions	-	-	-
At 31 March 2020	11,163	24,027	35,190
Depreciation			
At 1 April 2019	11,163	22,539	33,702
Charge for year	-	1,488	1,488
At 31 March 2020	11,163	24,027	35,190
Net 31 March 2020	-	-	-
Net 31 March 2019	-	1,488	1,488

### 8. DEBTORS

	2020	2019
	£	£
Trade debtors	4,936	10,530
Other debtors and prepayments	<u>1,143</u>	<u>4,993</u>
	<u>6,079</u>	<u>15,523</u>

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2020

### 9. CREDITORS:

Amounts falling due within one year	2020	2019
	£	£
Trade creditors	9,563	2,247
Other taxation and social security	<u>10,647</u>	<u>11,439</u>
	<u>20,210</u>	<u>13,686</u>

### 10. OTHER COMMITMENTS

At 31 March 2020 the charity had annual commitments under non-cancellable operating leases as follows:

Land and buildings	2020	2019
Expiry date		
Within one year	£-	£-
Within two to five years	<u>£14,500</u>	<u>£14,500</u>

A five-year lease was agreed in December 2017 running to December 2022.

There were no capital commitments at the balance sheet date.

### 11. RESTRICTED FUNDS

	2020	2019
	£	£
Law Services Commission	1,854	1,854

### 12. TRUSTEES AND EMPLOYEES

There were 10 employees during the year (2019: 10) each earning less than £40,000 p.a.

There were no transactions with the Trustees who receive no emoluments.

### 13. CONTINGENT LIABILITIES

The charity has no contingent liabilities.