

WORKING FAMILIES
(Company limited by guarantee no. 04727690
registered charity no. 1099808)

REPORT AND FINANCIAL STATEMENTS

YEAR ENDED 30 SEPTEMBER 2010

WORKING FAMILIES

(Company limited by guarantee no. 04727690, registered charity no. 1099808)

REPORT AND FINANCIAL STATEMENTS

For the year ended 30 September 2010

CONTENTS

	Page
Legal and administrative information	1
Board of Trustees' report	2
Auditors' report	10
Consolidated statement of financial activities	12
Consolidated balance sheet	13
Notes to the financial statements	14

WORKING FAMILIES

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS

For the year ended 30 September 2010

Honorary Officers	Neil Sherlock Marianne Fallon David Evison Sarah Jackson	Chair Treasurer until 15th March 2010 Treasurer 15th March 2010 - 13th October 2010 Secretary
Trustees	Chris Ainslie Wendy Becker Fleur Bothwick Sally Brett Victoria Broackes Pat Campbell Laura Dewar David Evison Marianne Fallon Pat Leighton Peter Maple Alexandra Marks Neil Sherlock Alexis Walmsley	(appointed 15th March 2010, resigned 13th October 2010) (resigned 15th March 2010)
Director/Chief Executive	Sarah Jackson	
Company reg. no.	04727690	
Charity reg. no.	1099808	
Registered office	1-3 Berry Street London EC1V 0AA	
Senior Statutory Auditor	Peter Gotham	
Auditors	Gotham Erskine LLP Chartered Accountants and Statutory Auditors Friendly House 52 - 58 Tabernacle Street London EC2A 4NJ	
Bankers	Barclays Bank plc Islington and Camden Business Centre PO Box 3474 London NW1 7NQ	
Solicitors	Farrer & Co 66 Lincoln's Inn Field London WC2A 3LH	

WORKING FAMILIES

BOARD OF TRUSTEES' REPORT For the year ended 30 September 2010

The Board of Trustees, who act as directors of the Company for the purposes of the Companies Act, and trustees for charity law purposes, submit their annual report and the financial statements of Working Families for the year ended 30 September 2010. The Board of Trustees confirms that the annual report and financial statements of the Company comply with current statutory requirements, the requirements of the Company's governing document and the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities (revised 2005)'.

Status

The organisation is a charitable company limited by guarantee, incorporated on 9 April 2003 as Working Lives, and as Working Families on 1 October 2003. It was registered as a charity on 2 October 2003.

Working Families was established from a merger between Parents At Work (charity number 1051936) and New Ways to Work (charity number 290090). All assets and activities of the two merging charities were transferred on 31 October 2003.

Governing document

The company 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.

Overview

Working Families works for a society in which everyone can fully meet their work and caring responsibilities.

Our mission is:

- To support and be the voice of working families and carers, especially those who are disadvantaged
- To promote workplace cultures which support work-life balance and flexible working for all working people
- To work collaboratively with employers, policy makers, opinion formers and working people as a pragmatic force for change

OBJECTS AND ORGANISATION

Working Families is set up under its Memorandum and Articles of Association:

1. to advance public education about all aspects of alternative and flexible working patterns and in particular to conduct research into all aspects of working patterns including job-sharing, part-time work, flexible working hours and early retirement schemes;
2. [for] the relief of children and other dependants of working parents, other dependants who are in need of care and protection in particular by the provision of information, advice and counselling regarding provision of care for dependants especially children; and
3. to promote for the public benefit the physical and mental health of employees and their dependants through the promotion of a family friendly work life balance.

The charity is governed by a Board of Trustees. The Finance and Resources Committee of the Board meets monthly to monitor financial performance, staffing and other resourcing issues. The Governance Committee is responsible for the performance of the Board and for recruiting and inducting new trustees; it meets at least annually. The HR committee is responsible for ensuring that Working Families is a best practice employer for its size and sector, and for settling any specific disciplinary or grievance issues which may arise during the year. It meets as required. Day-to-day running of the charity is delegated to the Chief Executive and Senior Management Team. The charity is staffed by paid employees, supported by volunteers in the office as well as by professionals giving their time and expertise *pro bono*.

WORKING FAMILIES

BOARD OF TRUSTEES' REPORT **For the year ended 30 September 2010**

METHOD OF APPOINTMENT OF TRUSTEES AND TRUSTEE TRAINING

Working Families appoints trustees on the basis of the skills and experience they can bring to the custodianship and management of the business and its activities. All prospective trustees are recruited from a range of external sources and by public advertisement, and are appointed after a formal interview process. Recommendations from the interview panel are voted on either at an AGM or at a board meeting in accordance with our Memorandum and Articles of Association. Each new trustee is then mentored by an existing trustee, provided with full induction information and relevant training is made available.

During the year, the Treasurer stepped down for family reasons. We were very grateful to J Sainsbury plc who enabled David Evison to take up the Treasurer role as part of a programme of support they gave us during the year. A change in David's career and relocation meant that he resigned in October 2010. We are currently recruiting to this role.

OBJECTIVES

The specific objectives of the charity for the financial year 2009/2010 were:

Help for families

- Understand and better meet the needs of vulnerable and disadvantaged groups of parents who work or wish to work, with regard to employment rights and in-work benefits
- Provide specialised support to parents of children with disabilities, who work or wish to work

Changing the way work works

- address poverty of opportunity at all levels by providing evidence around quality part-time work, employee engagement and embedding culture change
- begin to establish evidence for wider societal economic case for flexible workplace cultures

Public Benefit

The Trustees confirm that they have referred to the Charity Commission's general guidance on Public Benefit when reviewing and shaping the charity's aims and objectives for the year and planning future activities. The charity works to ensure that its programmes are inclusive, accessible and responsive to the needs of its beneficiaries.

SUMMARY OF ACTIVITIES DURING 2009/2010

The activities undertaken to achieve the objectives were:

Help for families

- Understand and better meet the needs of vulnerable and disadvantaged groups of parents who work or wish to work, with regard to employment rights and in-work benefits
- Provide specialised support to parents of children with disabilities, who work or wish to work

Our Advice Service for parents and carers is accredited by the Community Legal Service and provides advice and information on employment rights and flexible working, and coaching in making a request for flexible working. The majority of the users of the helpline are on low incomes. We continue to hear stories of people demoted on return from maternity leave, denied health and risk assessments during pregnancy, being disciplined for taking time off to care for sick children and struggling to agree flexible working arrangements.

WORKING FAMILIES

BOARD OF TRUSTEES' REPORT For the year ended 30 September 2010

Parents comment:

- "Working Families ... has been a real lifeline in this situation, helping to make sure I followed the right procedure and giving good sound and realistic advice."
- "Your caseworker's professionalism, personal and friendly service and advice was an absolute godsend when I was going through this crisis. She gave me the strength to continue and stand up for my rights, and in the end it all came to a satisfactory conclusion."
- "It is wonderful to have someone to turn to who is kind, knowledgeable, understanding and supportive in what can be in most cases a very stressful time. The adviser was super and I am indebted to her for her time and patience in helping me negotiate my return to work."

Demand for the legal advice service continued to be greater than we had resources to meet, despite generous funding from the Equalities and Human Rights Commission, the Law Society Charity, Department of Children, Schools and Families and the City Parochial Foundation/Trust for London. We were able to help 3,264 parents during the year, including 320 who received extended coaching. These numbers are lower than in the previous year, reflecting the continued impact of reduced core funding for the helpline service which forced us to maintain reduced opening hours. However, we were able during the year to redesign and relaunch our website, thanks to extensive and generous pro bono work by Instinct Design Studios, with the result that more general queries appear to be answered via initial online contact. Calls to the helpline have shown a tendency to be more complex and to require more adviser time on each.

- Our dedicated discrimination legal adviser, funded by the Equality and Human Rights Commission, further supported 155 of our callers in disputes with their employers – writing letters, preparing claims and taking cases to tribunals. In over one third of these cases the dispute was amicably settled and the parents remained in their jobs. In other cases we helped negotiate financial settlements, totalling above £142,000 for employees over the year.
- The second year of a grant from the City Parochial Foundation enabled us to run a pilot project in London aimed at First Time Families, offering outreach sessions in antenatal clinics. We aim to help low income parents understand how working hours and inwork benefits can combine to maximise their family income and avoid the common problems faced by low income couples who become families in poverty. The retail workers trade union USDAW is collaborating on this project, during which we also trained USDAW workplace representatives to support parents who are their members.

We also support a network for parents of children with disabilities – *Waving not drowning* – made up of over 2,000 families and 1,000 professionals working with them. Funding has been hard to find to support this long-established core activity, and so we were very pleased to have been awarded new grants by an anonymous trust and by the Lloyds TSB Foundation in the previous financial year which were to enable us to contact and support harder-to-reach parents via local and community groups. It proved very hard to match fund these grants, and we were very grateful that the funders agreed a reduced scale project, on which work began in late summer 2010. Since then we have been delighted to receive a new grant for two years to support the core activities of the network from the John Eilerman Foundation, and a project grant from the Department of Health to produce new guidance for parents whose disabled child is becoming an adult in the eyes of the state, at 16 or 18. At this point, the family's finances may change significantly, and there are many new challenges around work and earnings.

An internal review of the disability sector confirms that Working Families is still the only organisation which really addressed the needs of families of disabled children in terms of their working lives.

Robust monitoring of the legal advice service and disability network strengthens the evidence base for our public policy work. In particular, collaboration between our legal advisers and our parliamentary officer adds to evidence which we use in our discussions with government.

WORKING FAMILIES

BOARD OF TRUSTEES' REPORT

For the year ended 30 September 2010

Changing the way work works

- address poverty of opportunity at all levels by providing evidence around quality part-time work employee engagement and embedding culture change
- begin to establish evidence for wider societal economic case for flexible workplace cultures

Policy, research and awards

Critical to our ability to promote workplace change is our knowledge of how the best organisations approach and implement family friendly and work-life balance policy and practice. During the year:

- We updated our report into part-time job advertising in the civil service which has proved a very effective foundation for our call that the public sector should take the lead in providing quality part-time jobs. This will continue to be a focus of our employer and our political work. The major parties have all expressed interest in this approach, and our Chief Executive was invited to take part in the DWP's taskforce on Family Friendly Working Hours, whose report was published in March 2010 and whose recommendations were endorsed by the then Work and Pensions Secretary, Yvette Cooper MP.
- We published our "Working Families Manifesto", calling for more flexible workplaces, for more choice for families to share the care and for simpler tax and benefits systems. All were recognised in the new government's agenda. Following years of our lobbying, we were delighted that the Coalition Government announced their plans to extend the right to request flexible working to all employees. With the coalition of voluntary organisations and trade unions that make up the Working Parents Group, we will be pressing for a strong legislative right for employees while keeping regulations simple and effective for employers.
- Working Families is well placed to contribute to debates on improved rights for working parents, with recommendations informed by our understanding of how policy translates into practice for both our helpline callers and our employer members. In 2011 our work in this area will include chairing a working group to promote the business benefits of flexible working to the private sector, at the invitation of the new Work and Pensions Minister, Maria Miller MP.
- Our fathers work continued in 2010. Our survey with Dad.info and netmums found 40 per cent of fathers don't take paternity leave – and over 70 per cent say that is because they can't afford it. We launched a "take up and top up" campaign to promote awareness of fathers' rights and to celebrate the good practice of employers who do "top up" fathers' paternity pay to full pay.
- Our research partnership with Lancaster University Management School (funded by a two year grant from the Lottery Research Fund) completed both quantitative and qualitative stages of the work, gathering the views of over 1,000 fathers. Interim findings were published in October 2010, highlighting the benefits to business of enabling fathers at all income levels to access greater flexibility at work.
- We contributed extensively to new research carried out and published by the Institute of Practitioners in Advertising, looking at the challenges around talent retention and support for parents in that sector.
- We built on our Top Employers for working families List 2009 to establish a new annual Top Employers Benchmark, in partnership with the Institute for Employment Studies and with generous support from My Family Care. This new benchmark has been well received by employers as an extremely useful strategic tool for the development of better models of employment.

We continue to receive generous support from the Esmée Fairbairn Foundation for our parliamentary and policy work. As illustrated above, this work focuses on in-work poverty. We want to tackle the presumption that families who are in employment cannot also be in poverty. Drawing on case studies from our legal helpline and disability network, we published an annual review of our helpline work in spring 2010. We also coordinated the lobbying work during the year of the Working Parents Group – a coalition of voluntary organisations and trade unions working together to improve the employment rights of working parents.

WORKING FAMILIES

BOARD OF TRUSTEES' REPORT For the year ended 30 September 2010

We have also added our voice and experience to a new campaign, led by the nation's agony aunts and uncles. Kids in the Middle encourages mothers and fathers to work together to get the best for their children, especially where relationships are under pressure. With funding from DCSF, we developed an online quiz to enable parents to plan their work and family life together, which was launched March 2010.

Media and campaigns

General media coverage of all our work continued to be extensive, ranging from publicity for the helpline in consumer magazines and print media, to coverage of our research and our responses to government proposals in the HR and business media.

Use of our website averaged 50,000 unique users each month. Visitors download around 20,000 factsheets each month, as well as our responses to government consultations, our Annual Review, nomination forms for our awards, information about our events and our briefings about legislation. We were pleased to be offered in-kind support from AMV BBDO and from Instinct Studios, which resulted in a new website in spring 2010 which enabled visitors to find information more easily.

We took our concerns about the impact of the budget and comprehensive spending review cuts to the Party Conferences with our Chief Executive speaking at fringe meetings at both Labour and Conservative conferences. We also ensured our messages reached a wider audience through our comments in newspapers, radio and television.

We continue to benefit from the generosity of Antic Ltd, which covers much of the costs of our media work.

Services for employers

We have a close relationship with our employer members who are generous with their in-kind support such as speaking at conferences, hosting events and providing case studies and access to internal studies and surveys. Their membership informs the work that we do whilst they gain additional knowledge and expertise. Generally, our employer work has continued to gain in reputation, and we have maintained our network despite the recession

Four **events** were held during the year addressing work life balance issues for employers:

- Maternity breakfast briefing, December 2009, hosted by Russell Jones Walker, at which we launched our new guide to a successful return from maternity leave, jointly produced with the National Childbirth Trust.
- Working Parents conference, hosted by Deloitte, March 2010, which considered the specific concerns of working fathers and working mothers
- The launch of our Top Employers benchmark, showcasing best practice from 2009, hosted by American Express in May
- 50+ conference, hosted in September by UBS, which looked at the benefits of good employment practice for over-50s.

New publications during the year were our guides for parents and for managers to a successful return from maternity leave and a briefing on fathers.

In response to suggestions from our members, we developed and launched the first National Worklife Week, which took place during the last week of September 2010. We were grateful for sponsorship of the Week from CMC Career Management Consultants, and to Ernst & Young, who hosted a well-attended webinar on generational diversity to launch the Week.

For employers who wish to take more in-depth advantage of our expertise, we offer **training and consultancy** services via Balance At Work, the trading name of Working Families Trading. Contracts during the year were mainly for one-off, one or half day training sessions for a variety of organisations in both the public and private sectors. We also ran focus groups as part of a joint research project with the Institute of Practitioners in Advertising, and advised a member on internal manager awards.

WORKING FAMILIES

BOARD OF TRUSTEES' REPORT For the year ended 30 September 2010

KEY OBJECTIVES IN 2010-2013

Help for families

- o Understand and better meet the needs of vulnerable and disadvantaged groups of parents who work or wish to work, with regard to employment rights and in-work benefits
- o Provide specialised support to parents of children with disabilities, who work or wish to work

Changing the way work works

- o address poverty of opportunity at all levels by providing evidence around and actively promoting quality part-time work, employee engagement and embedded culture change
- o establish evidence for wider societal economic case for flexible workplace cultures

FINANCIAL PERFORMANCE

In 2009-10 Working Families recorded net outgoing resources for the year of £5,890. Total unrestricted funds of £56,169 were carried forward into the next period, and total restricted funds of £66,717.

Income from grants and donations was broadly in line with expectations. Funding from individual supporters, from corporate sponsorships and from sales to employers continued to be affected by the recession. The charity responded by reducing costs where possible, and by working hard to retain corporate relationships and maintain market position, albeit on reduced income.

The year ahead is predicted to show a continued small deficit, whilst the charity focuses on core activities and manages its costs. Sales to employers are expected to begin to recover, and fundraising from individuals to show the result of gradually strengthening relationships with these key supporters.

RISK MANAGEMENT

The major risks to which the charity is exposed, as identified by the trustees, have been reviewed as set out below and systems have been established to mitigate those risks. In particular, Trustees have built into the Business Plan for Working Families an objective to be financially sound, well governed and a best practice employer. Key steps towards this objective have included:

- o Revising the business plan to concentrate on core activities around a reduced core cost base, since the risk remains high that the charity will not meet its reserves target
- o Reviewing the business plan in the context of the new Government and the fiscal consolidation that it has embarked upon.
- o Maintaining tight budgetary control and financial reporting controls, given the threat to the charity's financial position from the continuing uncertainty in the economic climate at large, which has impacted some of our key supporters. The Senior Management Team and the Finance and Resources Group of the Board ensure the financial position is closely monitored and controlled, particularly with regard to cashflow.
- o Seeking a new Head of Fundraising, building on work carried out during 2010 by an interim Fundraising Manager, with the remit to review and restructure the charity's fundraising activities to best meet current economic challenges and take advantage of a highly committed group of key supporters.
- o Appointing a Director of Consultancy and Training (a jobshare with extensive corporate and sales experience) working at their own risk to establish a new unrestricted income stream, building on the strong market position and relationships the charity has achieved in the diversity sector

WORKING FAMILIES

BOARD OF TRUSTEES' REPORT **For the year ended 30 September 2010**

RESERVES POLICY

In the event of a large variation of income, we need reserves to be able to ensure continuity of service to our beneficiaries, and to mitigate the effects of unforeseen financial changes. The ongoing objective is to reach a financial position where there are three months general expenditure in reserve, to ensure that we can continue to pay salaries and meet other financial commitments. The free reserves at 30 September 2010 of £54,936 broadly met about six weeks of such expenditure, and show a reduction of £17,888 on the previous year. It is clearly recognised that maintaining this aim in the year ahead may be difficult and this may therefore need to be revisited. The reserves (and cashflow) position will be closely monitored by the Finance and Resources Group of the Board at their regular monthly meetings. The reserves target is reviewed as part of the annual budget setting cycle.

RELATIONSHIPS WITH OTHER CHARITIES

Working Families chairs and coordinates the Working Parents Group, a coalition of voluntary organisations and trades unions working to improve employment rights for parents. Members include Citizens Advice, One Parent Families, Fawcett, Mothers Union, the TUC and USDAW. Working Families is also a member of the Women's Budget group.

Working Families is a member of Kids in the Middle, a partnership of charities with the nation's agony aunts and uncles, concerned to reduce the impact on children of couple and family conflict.

Working Families is a member of Child Concern, a fundraising consortium of five charities (whose other members are Action for Sick Children, British Association for Adoption and Fostering, 4Children and The Fostering Network) which raises funds via payroll giving. Child Concern is a charity, number 1103052, Company number 4625902. The CEO of Working Families is a trustee and director of Child Concern.

STATEMENT OF BOARD OF TRUSTEES' RESPONSIBILITIES

The Board of Trustees is responsible for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company and charity law applicable to charities in England and Wales requires the Board of Trustees to prepare group and parent company financial statements for each financial year which give a true and fair view of the state of affairs of the group and the charity and of the surplus or deficit of the group for that period. In preparing those financial statements the Board of Trustees have:

- selected suitable accounting policies and applied them consistently,
- observe the methods and principles in the Charities SORP,
- 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 a going concern basis (unless it is inappropriate to presume that the Charity will continue in operation).

WORKING FAMILIES

BOARD OF TRUSTEES' REPORT **For the year ended 30 September 2010**

The Board of Trustees has overall responsibility for ensuring that the Charity has an appropriate system of controls, financial and otherwise. It is also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the group and the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. It is also responsible for safeguarding the assets of the group and the Charity and hence for taking reasonable steps for the detection and prevention of fraud and other irregularities.

The Board of Trustees is responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement of disclosure of information to auditors

The Directors have confirmed that, so far as they are aware, there is no relevant audit information of which the Charity's auditors are unaware, and that they have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

Preparation of the report

This report of the Board Directors has been prepared taking advantage of the small companies exemption of section 415A of the Companies Act 2006.

Auditors

The auditors, Gotham Erskine LLP, have indicated their willingness to accept re-appointment under Section 485 of the Companies Act 2006.

This report was approved and authorised for issue by the Board of Trustees on 29 March 2011 and signed on their behalf by:



Neil Sherlock
Chair

**Independent auditors' report to the Members of
Working Families (registered company no. 04727690)**

We have audited the group and parent company financial statements (the "financial statements") of Working Families for the year ended 30 September 2010 which comprise the Consolidated Statement of Financial Activities, the Consolidated Summary Income and Expenditure Account, the Consolidated and Parent Company Balance Sheets and the related notes. These financial statements have been prepared under the accounting policies set out therein and the requirements of the Financial Reporting Standard for Smaller Entities (effective April 2008).

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 auditors' 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 its members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of Board of Trustees and auditors

The responsibilities of the Board of Trustees (which is the Board of Directors of Working Families for the purposes of company law) for preparing the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of the Board of Trustees' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and the Companies Act 2006. We also report to you if, in our opinion, the information given in the Board of Trustees' Annual Report is consistent with the financial statements.

In addition we report to you if, in our opinion, the charity has not kept adequate accounting records, if the financial statements are not in agreement with the accounting records and returns, if we have not received all the information and explanations we require for our audit, or if certain disclosure of trustees' remuneration specified by law are not made.

We read the Board of Trustees' Annual Report and consider the implications for our report if we become aware of any apparent misstatements within it.

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Board of Trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

**Independent auditors' report to the Members of
Working Families (registered company no. 04727690)**

Opinion

In our opinion:

- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities;
- the financial statements have been properly prepared in accordance with the Companies Act 2006;
- the financial statements give a true and fair view of the state of the group's and parent company's affairs as at 30 September 2010, and of its incoming resources and application of resources, including its income and expenditure, in the year then ended; and
- the information given in the Board of Trustees' Annual Report is consistent with the financial statements.



Peter Gotham (Senior Statutory Auditor)
For and on behalf of Gotham Erskine LLP
Chartered Accountants and Statutory Auditors
Friendly House
52 - 58 Tabernacle Street
London EC2A 4NJ

Date: 30 June 2011

WORKING FAMILIES

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (incorporating Income and Expenditure Account & Statement of Total Realised Gains and Losses) For the year ended 30 September 2010

	Note	Unrestricted Funds 2010 £	Restricted Funds 2010 £	Total Funds 2010 £	Total Funds 2009 £
INCOMING RESOURCES					
Incoming resources from generated funds:					
Voluntary income	2	113,934	353,158	467,092	400,266
Activities for generating funds	3	51,000	-	51,000	121,000
Bank interest receivable		-	-	-	14
Incoming resources from charitable activities	4	118,523	-	118,523	146,840
TOTAL INCOMING RESOURCES		283,457	353,158	636,615	668,120
RESOURCES EXPENDED					
Costs of generating funds					
Training and consultancy		15,461	-	15,461	28,661
Fundraising		97,236	-	97,236	131,501
		112,697	-	112,697	160,162
Charitable activities					
Help for families		55,102	135,965	191,067	244,789
Policy, research and awards		4,137	201,491	205,628	143,949
Media and campaigns		58,143	-	58,143	100,313
Services for employers		56,325	-	56,325	88,525
Charitable activities		173,707	337,456	511,163	577,576
Governance costs		13,227	-	13,227	10,967
TOTAL RESOURCES EXPENDED	6	299,631	337,456	637,087	748,705
Net income/(expenditure) before transfer		(16,174)	15,702	(472)	(80,585)
(Loss)/gain on investment asset	5	(5,418)	-	(5,418)	6,889
NET MOVEMENT IN FUNDS		(21,592)	15,702	(5,890)	(73,696)
TOTAL FUNDS AT 1 OCTOBER 2009		77,761	51,015	128,776	202,472
TOTAL FUNDS AT 30 SEPTEMBER 2010		£ 56,169	£ 66,717	£ 122,886	£ 128,776

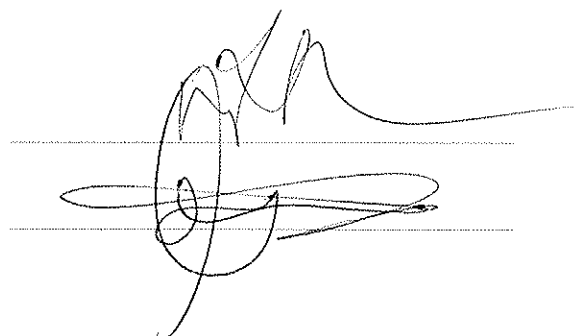
The annexed notes form part of these financial statements

WORKING FAMILIES (company limited by guarantee)

BALANCE SHEET
As at 30 September 2010

	Notes	Charity 2010 £	Group 2010 £	Charity 2009 £	Group 2009 £
FIXED ASSETS					
Tangible assets	10	1,233	1,233	4,937	4,937
Investment in subsidiary	11	2	-	2	-
Investment in associate	12	16,309	16,309	21,727	21,727
		<u>17,544</u>	<u>17,542</u>	<u>26,666</u>	<u>26,664</u>
CURRENT ASSETS					
Stocks		3,695	3,695	3,695	3,695
Debtors	13	127,936	124,856	169,837	192,548
Cash at bank and in hand		42,733	62,097	29,892	36,966
		<u>174,364</u>	<u>190,648</u>	<u>203,424</u>	<u>233,209</u>
CREDITORS: amounts falling due within one year	14	(69,020)	(85,304)	(101,312)	(131,097)
NET CURRENT ASSETS		<u>105,344</u>	<u>105,344</u>	<u>102,112</u>	<u>102,112</u>
NET ASSETS		<u>£ 122,888</u>	<u>£ 122,886</u>	<u>£ 128,778</u>	<u>£ 128,776</u>
FUNDS					
Unrestricted funds:					
Designated funds	15	1,233	1,233	4,937	4,937
General fund	15	54,938	54,936	72,826	72,824
		<u>56,171</u>	<u>56,169</u>	<u>77,763</u>	<u>77,761</u>
Restricted funds	15	66,717	66,717	51,015	51,015
		<u>£ 122,888</u>	<u>£ 122,886</u>	<u>£ 128,778</u>	<u>£ 128,776</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008). They were approved and authorised for issue by the Board of Trustees on 29 March 2011 and signed on their behalf by:



NEIL SHERLOCK, Chair

CHRIS AINSLIE, Trustee

The annexed notes form part of these financial statements

WORKING FAMILIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 September 2010

1. ACCOUNTING POLICIES

Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice (SORP), "Accounting and Reporting by Charities" published in 2005, applicable accounting standards, the Companies Act 2006 and the Financial Reporting Standard for Smaller Entities (effective April 2008).

The effects of events relating to the year ended 30 September 2010 which occurred before the date of approval of the financial statements by the Board of Trustees has been included in the financial statements to the extent required to show a true and fair view of the state of affairs at 30 September 2010 and the results for the year ended on that date.

Group financial statements

These financial statements consolidate the results of the Charity and its wholly-owned subsidiary, Working Families Trading Ltd, on a line by line basis. No separate SOFA has been presented for the charity alone as permitted by Section 408 of the Companies Act 2006 and paragraph 397 of the SORP 2005.

Child Concern is an associated charity valued by the Charity's share of net assets.

Company status

Working Families is a company limited by guarantee. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objects of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements. Statutory grants which are given as contributions towards the Charity's core services are treated as unrestricted.

Incoming resources

Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities when received. Intangible income is recognised as an incoming resource where the provider of the service has incurred a financial cost. Volunteer time is not included in the financial statements.

Revenue grants are recognised in full in the statement of financial activities in the year in which they are received or are receivable, whichever is earlier, unless they relate to a specific future period, in which case they are deferred.

Income generated from the supply of goods or services is included in the statement of financial activities in the period in which the supply is made.

WORKING FAMILIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 September 2010

Resources expended

Resources expended are recognised in the period in which they are incurred. Resources expended include attributable VAT which cannot be recovered.

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

	2010	2009
Help for Families	34%	35%
Policy, research and awards	26%	22%
Media and campaigns	9%	8%
Services for employers	12%	11%
Training and consultancy	2%	2%
Fundraising	16%	21%
Governance	1%	1%

Governance costs are those associated with constitutional and statutory requirements.

The costs of generating funds relate to the costs incurred by the charitable company in raising funds for the charitable work.

Tangible fixed assets and depreciation

All assets costing more than £1,000 are capitalised.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Office equipment	-	4 years
Furniture and fittings	-	4 years

Finance and operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due.

Stocks

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks.

Pensions

The cost of providing pensions for employees is charged to the Statement of Financial Activities in the year in which the contributions are payable. Pension costs represent the amount of contributions paid to either the charity's stakeholder pension scheme or an individual's own scheme. These are defined contribution schemes.

WORKING FAMILIES

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 September 2010

2. VOLUNTARY INCOME

	Unrestricted Funds 2010 £	Restricted Funds 2010 £	Total Funds 2010 £	Total Funds 2009 £
Trusts and foundations				
Esmée Fairbairn Foundation	3,695	43,183	46,878	45,460
Lloyds TSB Foundation for England and Wales	-	20,000	20,000	-
Anonymous Trust	-	20,000	20,000	-
Small Trusts	2,200	14,500	16,700	20,400
City Parochial Foundation / Trust for London	-	-	-	25,000
Donations				
Individual donations	97,127	-	97,127	109,789
Employee Fundraising	912	-	912	20,840
Child Concern Consortium	10,000	-	10,000	10,478
Statutory Grants				
EHRC	-	40,000	40,000	19,600
DCSF - Kids in the Middle	-	50,000	50,000	26,000
BIG Lottery Research Fund	-	165,475	165,475	97,081
London Councils	-	-	-	2,979
HMRC	-	-	-	22,639
	<u>£ 113,934</u>	<u>£ 353,158</u>	<u>£ 467,092</u>	<u>£ 400,266</u>

3. ACTIVITIES FOR GENERATING FUNDS

	Unrestricted Funds 2010 £	Restricted Funds 2010 £	Total Funds 2010 £	Total Funds 2009 £
Corporate sponsorships	<u>£ 51,000</u>	<u>£ Nil</u>	<u>£ 51,000</u>	<u>£ 121,000</u>

4. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2010 £	Restricted Funds 2010 £	Total Funds 2010 £	Total Funds 2009 £
Employer member subs	44,398	-	44,398	57,294
Event ticket sales	39,341	-	39,341	40,613
Publication sales	1,622	-	1,622	6,357
Internet sales	1,058	-	1,058	1,199
Helpline sales	500	-	500	-
Training and consultancy fees	19,100	-	19,100	27,324
Other income	12,504	-	12,504	14,053
	<u>£ 118,523</u>	<u>£ Nil</u>	<u>£ 118,523</u>	<u>£ 146,840</u>

WORKING FAMILIES

NOTES TO THE FINANCIAL STATEMENTS For the year ended 30 September 2010

5. OTHER INCOMING RESOURCES

	Unrestricted Funds 2010 £	Restricted Funds 2010 £	Total Funds 2010 £	Total Funds 2009 £
Share of associate's operating results	£ (5,418)	£ Nil	£ (5,418)	£ 6,889

6. RESOURCES EXPENDED

	Staff costs £	Activities under-taken directly £	Support costs £	Total 2010 £	Total 2009 £
Help for families	109,545	36,170	45,352	191,067	244,789
Policy, research and awards	83,128	88,085	34,415	205,628	143,949
Media and campaigns	29,877	15,897	12,369	58,143	100,313
Services for employers	38,048	2,525	15,752	56,325	88,525
Total charitable expenditure	260,598	142,677	107,888	511,163	577,576
Costs of generating funds					
Training & Consultancy	8,459	3,500	3,502	15,461	28,661
Fundraising	54,177	20,630	22,429	97,236	131,501
Governance costs	1,540	11,050	637	13,227	10,967
Support costs	20,138	114,318	(134,456)	-	-
	£ 344,912	£ 292,175	£ Nil	£ 637,087	£ 748,705

Resources expended include:

	2010	2009
Auditors' remuneration:		
Audit fee	8,865	8,400
Audit fee - previous years under accrual	3,285	
Depreciation - on owned assets	3,704	4,252

Details of staff costs are given in Note 8.

7. SUPPORT COSTS

	Total 2010 £	Total 2009 £
Rent, rates & other premises costs	54,209	53,118
Support staff costs	20,138	24,907
Support freelance costs	-	1,051
Legal & professional fees	17,375	19,502
Non-recoverable VAT	12,299	21,637
Telephone and internet	8,251	6,299
Insurance	4,906	4,995
Depreciation	3,706	4,253
Postage and carriage	3,525	3,606
Photocopying	3,114	3,173
Miscellaneous expenses	2,783	1,893
Bank charges	1,673	1,297
Travel & subsistence	2,477	962
	£ 134,456	£ 146,693

WORKING FAMILIES

NOTES TO THE FINANCIAL STATEMENTS For the year ended 30 September 2010

8. STAFF NUMBERS AND COSTS

	2010 £	2009 £
Wages and salaries	302,344	345,081
Social security costs	27,073	31,400
Pension costs	8,823	14,177
Other costs including recruitment, training and welfare	6,672	11,089
	<u>£ 344,912</u>	<u>£ 401,747</u>

The average weekly number of employees, calculated as full time equivalents, during the period was:

	2010 Number	2009 Number
Help for families	3.5	5.0
Policy, research and awards	2.2	2.4
Media and campaigns	1.0	1.2
Services for employers	1.3	1.3
Training and consultancy	0.2	0.2
Fundraising	1.6	2.7
Overheads	0.3	
	<u>10.1</u>	<u>12.8</u>

No employee received remuneration of more than £60,000.

9. BOARD OF TRUSTEES

During the year, no member of the Board of Trustees received any remuneration (2009 - £NIL). No member of the Board of Trustees received reimbursement of expenses (2009 - £150). Some Trustees received complimentary tickets to conferences run by the Charity.

10. TANGIBLE FIXED ASSETS

Charity and Group	Computer equipment £	Office equipment £	Total £
Cost			
At 1 October 2009	20,993	36,679	57,672
At 30 September 2010	<u>20,993</u>	<u>36,679</u>	<u>57,672</u>
Depreciation			
At 1 October 2009	18,806	33,929	52,735
Charge for the year	954	2,750	3,704
At 30 September 2010	<u>19,760</u>	<u>36,679</u>	<u>56,439</u>
Net book value			
At 30 September 2010	<u>£ 1,233</u>	<u>£ Nil</u>	<u>£ 1,233</u>
At 30 September 2009	<u>£ 2,187</u>	<u>£ 2,750</u>	<u>£ 4,937</u>

WORKING FAMILIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 September 2010

11. INVESTMENT IN SUBSIDIARIES

Working Families controls 100% of the issued ordinary share capital of Working Families Trading, a company incorporated in England and Wales. There are 2 shares issued and these are held by the Charity.

Activities

Working Families Trading provides training and consultancy to employers in flexible working work-life balance practice, in order to advance the broader aims of Working Families to improve the welfare of children by improving the working lives of their parents. Profits from training and consultancy also provide a source of general funding to support the charitable work of Working Families. One 0.3 full-time equivalent staff member is engaged in training and consultancy work, plus a wider group of 6-8 freelance associates.

Working Families Trading also receives sponsorship income on behalf of the Charity.

Relevant financial information regarding Working Families Trading is as follows:

	2010	2009
	£	£
Turnover	34,100	133,324
Cost of sales	<u>(32,790)</u>	<u>(107,991)</u>
Gross profit	1,310	25,333
Administrative expenses	<u>(1,310)</u>	<u>(6,130)</u>
Profit on ordinary activities	-	19,203
Gift Aid to parent undertaking	-	(19,203)
Profit for financial year	<u>£ Nil</u>	<u>£ Nil</u>
	2010	2009
	£	£
Current assets	33,466	63,541
Current liabilities	<u>(33,464)</u>	<u>(63,539)</u>
	<u>£ 2</u>	<u>£ 2</u>
Share capital	<u>£ 2</u>	<u>£ 2</u>

The Charity has taken advantage of the exemption under 408 of the Companies Act 2006 and paragraph 397 of the SORP 2005 not to present its own Statement of Financial Activities.

The income of the Charity in the year was £631,805 (2009 - £654,773) and its outflow of funds £5,890 (2009 - outflow - £73,697).

WORKING FAMILIES

NOTES TO THE FINANCIAL STATEMENTS For the year ended 30 September 2010

12. INVESTMENT IN ASSOCIATE

Child Concern is a payroll giving consortium of which Working Families is a member.

Child Concern is an associate of Working Families and has been consolidated into the accounts on the net equity basis. The investment represents a 20% holding.

Child Concern prepares its accounts to 31 March. The figures used for consolidation are pro rata for the six months from 1 October 2009 to 31 March 2010 and management information for the six months to 30 September 2010. The Trustees consider this to be appropriate as Child Concern's income and costs arise evenly throughout the year.

An initial investment in Child Concern of £8,500 was made by Parents at Work. This was transferred to Working Families with the rest of Parents at Work's assets on 31 October 2003. The investment of £16,309 is the initial investment plus movements in Working Families' share of Child Concern's funds.

The results of Child Concern Consortium for the 12 months to 31 March 2010 and the amounts included in Working Families are as follows:

Child Concern results - Statement of Financial Activities

	2010	2009
	£	£
<u>Incoming resources</u>		
Donations	145,240	126,666
Interest	221	2,679
Total incoming resources	145,461	129,345
<u>Resources expended</u>		
Donor recruitment	5,664	7,368
Staff costs	52,825	45,166
Telephone/Money-box Campaign	34,901	3,571
Newsletter	4,551	4,809
Administration	9,056	8,194
Total resources expended	106,997	69,108
Net incoming resources for the year	38,464	60,237
Distributions	(50,000)	(50,000)
Net movement in unrestricted funds	(11,536)	10,237
Balance brought forward at 1 April 2009	37,420	27,183
Balance carried forward at 31 March 2010	25,884	37,420
Amounts included in Working Families:		
Net results for the 12 months to 30 September 2010	(5,418)	6,889

WORKING FAMILIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 September 2010

Child Concern results - Balance Sheet

	2010	2009
	£	£
Current assets		
Debtors	1,544	6,250
Cash at bank	<u>76,191</u>	<u>79,358</u>
	<u>77,735</u>	<u>85,608</u>
Creditors: amounts falling due within one year	(9,351)	(5,688)
Net assets	<u>68,384</u>	<u>79,920</u>
Funds		
Designated funds	42,500	42,500
Unrestricted general funds	25,884	37,420
Total funds	<u>68,384</u>	<u>79,920</u>

13. DEBTORS

	Charity 2010	Group 2010	Charity 2009	Group 2009
	£	£	£	£
Due within one year				
Trade debtors	64,804	78,904	34,454	50,669
Due from group undertakings	17,180	-	33,754	-
Prepayments	18,579	18,579	20,595	20,595
Accrued income	27,373	27,373	81,034	121,284
	<u>£ 127,936</u>	<u>£ 124,856</u>	<u>£ 169,837</u>	<u>£ 192,548</u>

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Charity 2010	Group 2010	Charity 2009	Group 2009
	£	£	£	£
Trade creditors	8,493	8,493	25,605	28,235
Deferred income	6,031	18,031	40,128	40,128
Social security and other taxes	7,793	7,793	8,869	8,869
Wages creditors	-	-	108	108
VAT creditor	12,130	15,364	5,819	20,054
Accruals	34,573	35,623	20,783	33,703
	<u>£ 69,020</u>	<u>£ 85,304</u>	<u>£ 101,312</u>	<u>£ 131,097</u>

WORKING FAMILIES

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 September 2010

	Charity 2010 £	Group 2010 £	Charity 2009 £	Group 2009 £
<i>Deferred income</i>				
Balance at 1 October 2009	40,128	40,128	16,641	16,641
Amount released to incoming resources	(40,128)	(40,128)	(16,641)	(16,641)
Amount deferred in the year	6,031	18,031	40,128	40,128
Balance at 30 September 2010	<u>£ 6,031</u>	<u>£ 18,031</u>	<u>£ 40,128</u>	<u>£ 40,128</u>

15. STATEMENT OF FUNDS

	Brought Forward £	Incoming Resources £	Resources Expended £	Transfers £	Carried Forward £
DESIGNATED FUNDS					
Fixed Asset Fund	4,937	-	(3,704)	-	1,233
	<u>£ 4,937</u>	<u>£ Nil</u>	<u>£ (3,704)</u>	<u>£ Nil</u>	<u>£ 1,233</u>

Fixed Asset Fund

The Fixed asset reserve represents the net book value of unrestricted tangible fixed assets. Each year an amount is transferred to or from the fund representing the movement in the net book value of unrestricted tangible fixed assets in the year.

	Brought Forward £	Incoming Resources £	Resources Expended £	Transfers £	Carried Forward £
RESTRICTED FUNDS					
<i>Help for Families</i>					
City Parochial Foundation/Trust for London	22,917	-	(18,917)	-	4,000
EHRC	8,023	40,000	(48,023)	-	-
Lloyds TSB Foundation for England and Wales	-	20,000	(2,263)	-	17,737
DCSF - Kids in the Middle	-	50,000	(50,000)	-	-
Anonymous Trust	-	20,000	(2,262)	-	17,738
Donations	-	14,500	(14,500)	-	-
<i>Policy, Research and Awards</i>					
Big Lottery fund - research	10,634	165,475	(164,493)	-	11,616
Esmee Fairbairn	9,441	43,183	(36,998)	-	15,626
	<u>£ 51,015</u>	<u>£ 353,158</u>	<u>£ (337,456)</u>	<u>£ Nil</u>	<u>£ 66,717</u>

WORKING FAMILIES

NOTES TO THE FINANCIAL STATEMENTS For the year ended 30 September 2010

Help for Families

These funds enable us to provide free legal advice and information to disadvantaged working parents and carers about employment rights, negotiating with employers, child care and in-work benefits.

Advice is provided via a freephone helpline, at outreach sessions in London and via factsheets available by post or on our website. Further support is available via an interactive flexible working toolkit on our website.

The funding from EHRC enables us to carry out casework to support parents experiencing discrimination at work.

Included within these funds is our "Waving not drowning" children with disabilities project, which supports a network of 2,000 families of disabled children and the professionals who work with them. As well as providing advice and information by phone, fact sheets and website, we produce a regular newsletter and other publications, run and bring the concerns of this disadvantaged group of families to the attention of employers and public policy makers.

Policy, Research and Awards

These funds enable us to carry out and publish research with parents and employers into the effect of work-life balance policies and practice on family life and business outcomes.

	Brought Forward £	Incoming Resources £	Resources Expended £	Transfers/ Associate's result £	Carried Forward £
SUMMARY OF FUNDS					
Designated Funds	4,937	-	(3,704)	-	1,233
Subsidiary companies	-	34,100	(34,100)	-	-
General Funds	<u>72,826</u>	<u>249,357</u>	<u>(261,827)</u>	<u>(5,418)</u>	<u>54,938</u>
	77,763	283,457	(299,631)	(5,418)	56,171
Restricted Funds	<u>51,015</u>	<u>353,158</u>	<u>(337,456)</u>	-	<u>66,717</u>
	<u>£ 128,778</u>	<u>£ 636,615</u>	<u>£ (637,087)</u>	<u>£ (5,418)</u>	<u>£ 122,888</u>

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds			Total Funds £
	Designated Funds £	General Funds £	Restricted Funds £	
Tangible fixed assets	1,233	-	-	1,233
Fixed asset investments	-	16,311	-	16,311
Net current assets	-	38,627	66,717	105,344
	<u>£ 1,233</u>	<u>£ 54,938</u>	<u>£ 66,717</u>	<u>£ 122,888</u>

WORKING FAMILIES

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 September 2010

17. OTHER FINANCIAL COMMITMENTS

	2010	2009
	£	£
At the year end the charity had annual commitments under non-cancellable operating leases for as set out below:		
Operating leases which expire:		
within two to five years - land and buildings	<u>49,290</u>	<u>47,340</u>

At the year end the charity had annual commitments under non-cancellable operating leases for equipment as set out below:

	£	£
Operating leases which expire:		
within two to five years - equipments	2,420	-
in over five years	-	2,420
	<u>2,420</u>	<u>2,420</u>

18. PENSION COMMITMENTS

The Charity operates a defined contribution pension scheme. The pension cost charge represents the contributions payable to the fund in respect of the year and amounted to £8,824 (2009 - £14,177). At the year end there were outstanding contributions of £2,824 (2009 - £4,294).

19. TAXATION

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The subsidiary Working Families Trading Ltd gift aids all its taxable profits to Working Families and so pays no corporation tax.