

OBS
OXFORDSHIRE
BREASTFEEDING
SUPPORT



Supporting your family from pregnancy to weaning

OXFORDSHIRE BREASTFEEDING SUPPORT

Annual Report 2019/20



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Administrative information

Registered name Oxfordshire Breastfeeding Support

Registered address 21 Complins Close, Oxford, OX2 6PZ

Email team@oxbreastfeedingsupport.org

Registered charity no. 1176948

Trustees

Dr Juliet Rayment (Chair of trustees)
Dr Ilana Levene (Deputy Chair of trustees)
Louise Ellis ACA (Treasurer)
Harriet Batten (Secretary) (resigned June 2019)
Dr Heather Thomas (resigned August 2019)
Elizabeth Horwell
Dr Claire Inness (resigned March 2020)
Wanja Knighton (appointed March 2020)
Sev Gunes-Lasnet (appointed March 2020)
Danielle Beaumont-Orr (appointed June 2020)

Contracted facilitators

Jayne Joyce (Project Lead)
Lisa Mansour
Charlotte Gilman
Catriana McKie
Emily Tammam

From the Chair of Trustees

[Oxfordshire Breastfeeding Support](#) (OBS) believes that everyone should be able to breastfeed or provide breastmilk for their children for as long as they wish, and we know the difference that good support makes to the mental health and wellbeing of parents and babies.

This year, our breastfeeding drop-in sessions supported 568 families, and 1500 women through our Facebook group. Our antenatal education sessions helped 52 families to set up a positive start to feeding their newborns and we trained seven service users to join our volunteer team as peer supporters.

This year we have recruited two new [trustees](#), Wanja Knighton and Sev Gunes-Lasnet. Our [volunteers](#), like Wanja and Sev, work behind the scenes on governance and fundraising, as well as others who support families at our drop-ins and online, run our pump loan system, support our antenatal workshops and help us to ensure that our service is meeting service users' needs.

This financial year has been extraordinary for OBS in many ways. In December 2019, we were awarded the largest grant ever given to an infant feeding organisation by the [National Lottery Community Fund](#): £114,000 over 5 years. This will help us to reach more families outside of Oxford, and allow us to develop new programmes to support more families from Black and minority ethnic communities, women with disabilities and younger women, who are currently under-represented at our drop-ins. We were also awarded £6,500 from the Tampon Tax Fund to support our Donnington Doorstep drop-in and £4,500 from [Oxfordshire Community Foundation](#) to support the Barton drop-in.

In early 2020, we worked with [Oxford Hub](#) for the second year running to consult the community on how we can support them better. This year we were delighted that 50% of our responses were from breastfeeding families who had *not* used our service. We now have valuable information from them that we can use to move forward into the next five years.

The end of the financial year brought the Covid-19 pandemic, which is continuing as I write. We redesigned our entire model of care to online support and preemptively closed all of our drop-in sessions in mid-March. We have been successfully operating virtually since then. By April 2020, we were offering:

- Twice a month [virtual antenatal sessions](#) (up from once a month)

- Increased support through our [Facebook group](#), including a Monday morning real-time Facebook chat with the team
- [One to one consultations](#) by Zoom or phone, for more complicated breastfeeding problems
- New partnerships with other organisations including [The MotherKind Cafe](#), [Botley Bridges](#), [OXPIP](#) and [Maple Tree Wheatley](#) Children's Centres to offer feeding support in their virtual groups for new parents.

With significant reductions in the breastfeeding support available through the NHS, it's more important than ever that OBS can offer this support. Breastfeeding is an unlimited source of free food for babies at a time when food security can be a problem for many families and we have been putting a lot of effort into supporting isolated local families socially too.

Our response has highlighted how agile and flexible OBS can be in response to a crisis. Our team has always been used to working remotely, and have come together and supported each other through this new world, learning a lot along the way on improving access to breastfeeding support. Despite the global uncertainty, we are optimistic about the next year and look forward to working with more and more Oxfordshire families in new ways. You can donate to OBS through [Local Giving](#).

Juliet Rayment

Juliet Rayment, Chair of Trustees, May 2020



Wanja Knighton and Sev Gunes-Lasnet, Trustees. Volunteers, Trustees and Facilitators at our 1st birthday celebration, June 2019

Structure and management



Service user Josie and baby Gabriel, with facilitator Charlotte

The charity trustees are responsible for the general control and management of the charity. The trustees give their time freely and receive no remuneration or other financial benefits. The trustees meet together as a body at least four times yearly and are ultimately responsible for decisions taken in relation to running OBS. Trustees will usually serve for terms of two or three years and may be re-appointed for a second term.

A team of contracted facilitators is responsible for day-to-day running of the organisation, and delivery of breastfeeding support and other services. Volunteers work alongside facilitators to aid the smooth delivery of services.

Aims and objectives

OBS aims to increase breastfeeding, provision of breastmilk and responsive feeding for babies in Oxfordshire by:

- Educating and empowering Oxfordshire families to define and achieve their feeding goals.

- Taking a lead role in developing an integrated network of breastfeeding support throughout Oxfordshire, so that all parents can access skilled, timely, local breastfeeding help.

Formal consultations and ongoing conversations with our service users and volunteers shape how we deliver our services. We provide:

1. Drop-in breastfeeding support sessions facilitated by skilled specialists, supported by volunteers.
2. Antenatal breastfeeding education sessions.
3. A closed, closely moderated Facebook breastfeeding support group open to anyone in Oxfordshire who is pregnant or lactating.
4. Low-cost loan of breast pumps.
5. Peer supporter training, equipping women who have breastfed to provide basic voluntary breastfeeding support to other families in a supervised context.
6. Opportunities for accredited volunteer breastfeeding counsellors and qualified health professionals to develop their breastfeeding support skills and achieve further external qualifications.
7. Observation placements for student health professionals to increase their breastfeeding knowledge and competencies.
8. Coordination and advocacy at a strategic level to develop and improve breastfeeding support in Oxfordshire across all sectors.
9. Specific provision for vulnerable families who are less likely to access breastfeeding support services, in partnership with existing professional and voluntary services.
10. Support for good-quality research into breastfeeding and parenting.



The Barton Team

Achievements and performance

The Donnington Doorstep Team

Drop-in breastfeeding support sessions

OBS's drop-in sessions rose to six per week this year with the opening of Barton drop-in in October 2019 and our new partnership with Didcot Baby Monday from January 2020. Prior to pandemic closures, our drop-in sessions were taking place at Donnington Doorstep, East Oxford Children's Centre, Jericho Health Centre, Barton Family Centre, Didcot Baby Monday and the South Oxford Family Room (SOFR). We had 1418 visits across those six groups, of whom 40% (568 families) were visiting for the first time.



The 2019 Impact Assessment showed that the vast majority of service users were positive about the OBS sessions. 97% reported that OBS had helped them understand more about breastfeeding; 93% reported that OBS has made them feel more confident that they can breastfeed; 99% reported that they felt welcome at OBS sessions; and 97% were satisfied with the support from the facilitators and volunteers.

“Without the group I’d never have made it to five months exclusively breastfeeding. We are so lucky to have this in Oxford.” (Layla Hamadi, 2019)

The most common reasons for visiting were pain when feeding, and infant behaviour, which together made up half of all visits. Complex breastfeeding problems - which could not be expected to be dealt with by a community midwife or regular health visitor without specialist input (e.g. tongue-tie or oral aversion and including ‘faltering growth’) - made up 37% of visits. This was significantly higher than the previous year.

“The support available at Oxfordshire Breastfeeding Support not only addresses practical breastfeeding problems but also has a huge impact on parents’ emotional and mental wellbeing as well as their children’s physical development”. (Health visitor, 2019)

OBS works alongside the specialist Maternity Infant Feeding team (which supports babies up to 6 weeks of age) and Enhanced Infant Feeding practitioners from the Health Visiting service (supporting babies over 6 weeks of age) to substantially add to the current county capacity to support complex cases across both of these age groups.

“Once [families] aren’t able to get to the fabulous Midwifery Breastfeeding Clinic after 6 weeks and they have a more complex issue than positioning and attachment, there would be very little help without OBS.” (Midwife)

Antenatal breastfeeding education sessions

An Antenatal Session

During the year, 52 pregnant women attended our updated antenatal teaching session, many with partners and some with older children. Sessions equip parents-to-be with essential breastfeeding information to ensure they are able to initiate breastfeeding and find support if they experience difficulties. OxAnts, an



Oxfordshire network of antenatal teachers and providers, has been revived during the year and OBS was represented at the first meeting in October.

“I went to other antenatal breastfeeding classes and it didn’t compare. Yours not only was more relevant but more welcoming and less judgmental than others. Throughout the sessions I attended with my baby I always felt immense support and empathy. I really couldn’t have wanted more!” (response to Impact Assessment survey, 2020)

A closed, closely moderated Facebook breastfeeding support group

At the time of writing, our Facebook group has over 2000 members, with rapid growth at the end of the financial year, as social distancing began. Our long experience working in this format, and our investment in training our volunteers to work confidently on Facebook, are paying dividends.

“I am so grateful to the OBS staff and volunteers for all the advice and support they gave me in the first few months of breastfeeding. I’m not sure how I would have managed without them. I always felt boosted after attending a session... the moral support and encouragement was great and helped me to keep trying until things

improved. I have learned loads from other people's queries and replies on the Facebook group too.” (Anonymous Service User, Impact Assessment 2020)

Low-cost loan of breast pumps

Pump loans have increased from 34 during 2018-9 to 54 this year, providing a useful income stream as well as a vital service for parents. Our long-serving volunteer Sam continues to administer our pump loan system, despite having had a baby of her own during the year! Pump loans are continuing during social distancing, with appropriate hygiene measures in place.

Peer supporter training

This year we trained another 7 current or former breastfeeding mothers as peer supporters during our 8 week course in May and June. Retention of peer supporters is excellent and we currently have 19 accredited peer supporters who have provided 72 volunteer hours per month this year (an increase from 61 hours a month last year) plus even more online through Facebook.

Peer Supporter Class of 2019



In 2020 we are piloting a different approach to training our peer supporters. Instead of our in-house 12-hour course, our new trainees are doing the 35-hour online [“Mother Supporter” course](#) from Association of Breastfeeding Mothers. This potentially enables us to train volunteers from a wider geographical area, in line with our expansion plans, and to include women who might otherwise be excluded due to accessibility needs, work commitments etc. It also leads on to ABM breastfeeding counsellor training for those who wish to develop their skills further. We have developed and trialled a virtual induction session for new volunteers to follow on from the course. The timing of the switch to virtual training could not have been better, enabling us to proceed as planned, despite the pandemic.

“I love the sense of “giving something back” to new parents and babies through listening to their experiences, and sharing my understanding of the normal course of breastfeeding... OBS makes volunteers feel part of the organisation, and constantly strives to improve every aspect of their service”.
(Cathy, OBS Peer Supporter)

Skills development for volunteers & health professionals

Our peer supporter programme has been the start of a new direction for many of our volunteers. Our longest-serving peer supporter, Liz, also an OBS trustee, was accredited this year as a breastfeeding counsellor by La Leche League International. Another OBS peer supporter was appointed to the Infant Feeding Team on the Oxford Neonatal Unit (although a house move meant she couldn't take up the position) and three more peer supporters are training as breastfeeding counsellors with La Leche League.

"I joined OBS as a new volunteer only a few weeks before the current public health crisis began. The last few weeks have given me the opportunity to develop new skill sets, learn new technology and connect with women in ways that I had not done before. Supporting women online has proven to be a challenging experience, but nevertheless positive and rewarding. OBS provides an invaluable service and I am happy to be a part of a smart and dedicated group of women committed to serving their community." (Julie, IBCLC and OBS volunteer, 2020)

Observation placements

We welcome trainee health professionals to our drop-in sessions as part of our partnerships with Oxford Brookes University and the local midwifery and health visiting services. In 2019, we doubled the hours of training offered, with 44% of sessions having at least one observer this year (mostly student midwives, but also nurses, health visitors and others). This year we've also welcomed several professionals as OBS volunteers: a nursery nurse from a local health visiting team, two midwives, including a consultant midwife, and an IBCLC Lactation Consultant.

Our relationship with Oxford Brookes University has grown this year. We have:

- Taught 2nd year student midwives about "common breastfeeding problems"
- Acted as assessor for the student midwives' practical exams
- Attended Brookes Midwifery curriculum consultation
- Been part of interview panels for prospective student midwives

During National Breastfeeding Celebration week in June 2019, OBS facilitators & volunteers helped to run a stall in Oxford Children's Hospital and in addition, our team has delivered two sessions on infant feeding and a case review session for staff at Oxford Children's Hospital and a session on lactation management of faltering growth for trainee paediatricians. Trustee Ilana Levene coordinated the week's activities throughout the hospital.

Coordination and advocacy at a strategic level

OBS continues to be a key player in the Oxfordshire Countywide Breastfeeding Strategy Group and a founder member of the [Oxfordshire Baby Friendly Alliance](#).

This year we have met with members of the new Oxfordshire Perinatal Mental Health team, who have also observed an OBS drop-in; presented to the East Oxford Health Visiting Locality Team about OBS and welcomed two members of the new Enhanced Health Visiting Infant Feeding Team to an OBS team meeting.

In June, following adoption of our new Milk Sharing Policy, in partnership with Oxford Human Milk Bank we did our first big Milk Bank donor recruitment drive. This received 17,000 shares on Facebook: our biggest ever reach.

“The power of Facebook is amazing... I’ve had lots of lovely stories and support back so thank you so much for putting it out for me. [We received] well over 100 emails enquiring, plus all the social media... in a few weeks when the first of the donations start coming in we should be drowning in milk.” (Oxford Human Milk Bank Coordinator)

In January 2020, a second piece of work with the Milk Bank focused on generating feedback from recipient families and developing links with partner organisations in Berkshire to increase the reach of the Milk Bank.

Oxford Human Milk Bank, Oxford Neonatal Unit and a representative from Paediatrics have joined the Countywide Breastfeeding Strategy Group this year, further strengthening the links between Oxfordshire organisations working in feeding.

OBS has produced a [leaflet for parents of slow-growing babies](#), to accompany the practice guideline developed by the Countywide group, and approved by other group members. This has attracted interest from around the UK and has been a particularly useful resource to share online while sessions are suspended.

Specific provision for vulnerable families

In December 2019, we were awarded £114,000 over five years from the [National Lottery Community Fund](#) to widen access to our services. Part of this award will be dedicated to optimising the services we provide for women from Black and minority ethnic communities, younger mothers and those with disabilities, who are currently under-represented amongst our service users. Alongside these plans for 2020-21 onwards, in 2019-20 we began focussing on this aspect of our work through the following actions:

1. We met with The Date Palm Tree Muslim Women's group in Oxford to discuss how we can improve accessibility for Muslim women.
2. We have joined Language Line, enabling us to access interpretation in 240 languages, via phone or video. We promoted this to local organisations who work with refugees and asylum seekers.
3. Training for the facilitator team with a clinical psychologist on working with families who have experienced breastfeeding grief and trauma.
4. Lottery funding for a formal partnership with [The MotherKind Cafe](#), a postnatal support group for mothers who are worried about their mental health or wellbeing, to provide 6 facilitated sessions per year from May 2020, plus input into their peer supporter training.
5. Collaboration with Dr Marie Tidball, OBS service user, local councillor and disability rights campaigner, who will be working with us on developing our new services. The [media coverage of our Lottery announcement in February](#) was filmed at our Jericho drop-in and featured an interview with Marie.
6. Using technology to overcome barriers faced by hard to reach groups, which were highlighted in our Impact assessment



Supporting research

OBS continues to offer support to local research on infant feeding and postnatal care. In February, OBS and the Brookes Midwifery Programme Lead launched an Infant Feeding Research Alliance to work towards establishing local research priorities and, where necessary, to identify sources of funding to support the work. The Alliance will involve lay, professional and university colleagues and enthusiasts who are interested in sharing local good practice more widely, and in responding to questions and research priorities identified by our local community. We have also suggested possible topics for Midwifery masters' dissertations which are being taken up by the Oxford Brookes University programme.

We provide informal consultation to researchers, including this year a postdoctoral engineering researcher working as part of Oxford University's Incubator programme, focusing on the clinical challenge of obesity. We also continue to promote good-quality research studies via our social media platforms.

All about our service users

We gathered information about the new service users we saw in 2019, as part of our routine data collection. We identified some gaps in who comes to our services and used this information to apply for a grant from the National Lottery to improve the services we can offer to some groups of women in the county. There is more information about that grant below.

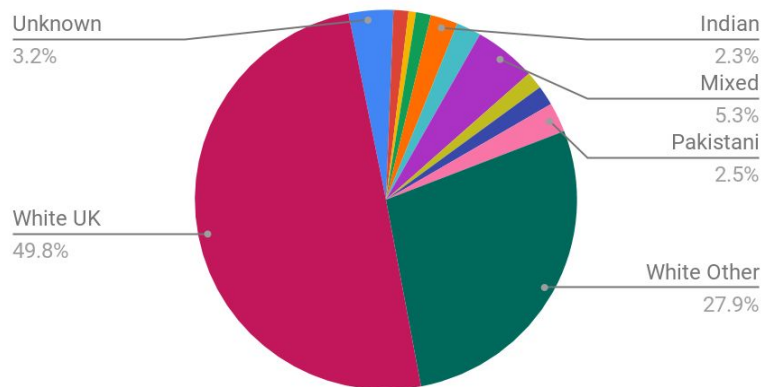
Our users closely match the Oxfordshire population in terms of deprivation, showing that OBS is serving deprived communities well (when defined geographically). However we would expect to see more younger mothers and mothers with disabilities than we do. Whilst the proportion of service users from minority ethnic groups is rising, they may still be under-represented. The new Sunday session at Donnington Doorstep attracts families with younger babies, mothers come with more supporters than the other sessions and the geographical spread of users is not skewed towards the area where the drop-in is located in the same way as other sessions. We welcome families who are providing breastmilk to their babies in many different ways and 32% of first time visitors are also using infant formula.

Ethnicity

Around half of the women who came to OBS for the first time in 2019 were from White British communities, and half from many others, as this chart shows.

In comparison, 22% of Oxford residents and at least 11% of women booking their pregnancy at Oxford University Hospitals NHS Foundation Trust were from Black and minority ethnic communities, although the quality of data collected through the Trust is poor.

Ethnicity - First Visit



Sexual and gender orientation

1.4% of our service users in 2019 identified as LGBT (Lesbian/Gay/Bisexual/Transgender). In comparison, 1% of the adult household population in Oxford are same sex couples and 2% of UK adults identify as LGBT on population surveys.

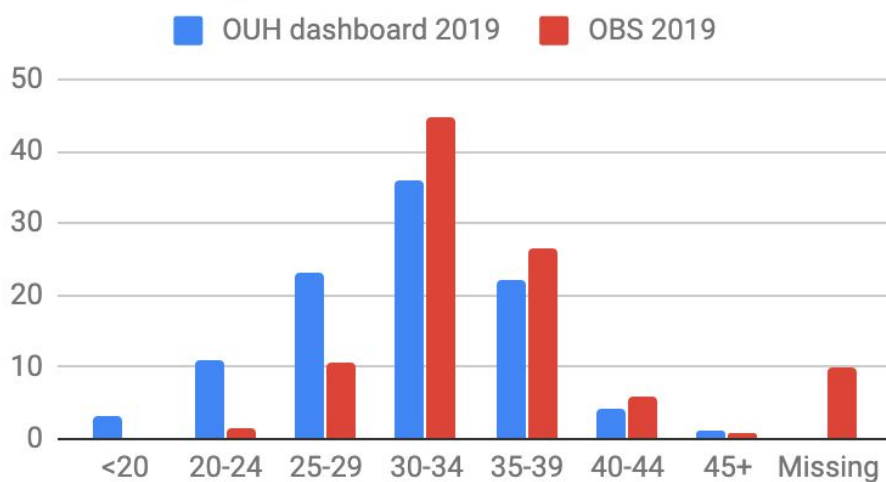
Disability

According to the Millennium Cohort Study, 9% of women who have recently given birth have a 'limiting longstanding illness' and OBS saw around 2% of our visitors with a disability - so we know that we should expect to see more women with disabilities than we do.

Age

OBS's first-time service users are older than the group of women who gave birth in Oxfordshire hospitals in 2019 ("OUH dashboard" data):

Maternal age of users 2019



Social deprivation

Overall, OBS users live in postcodes that have a similar pattern of deprivation to the general population of women giving birth in Oxfordshire in 2019. 5% of our users live in the most deprived areas. We also serve more users in the middle deprivation deciles than the most affluent. Donnington and South Oxford Family Room drop-ins saw the most mothers from the highest deprivation demographic (7% and 8%).

Returning visitors

Around half of first-time visitors return to another drop-in session. Between 56% and 70% of families coming to an antenatal session return after their baby's birth.

Changes to our services in 2019-20

New drop-in sessions

In response to service user feedback from our 2019 Impact assessment, our Donnington Doorstep session moved downstairs into a fully accessible room, and we also moved it from a Friday to a Sunday afternoon. As far as we are aware, this is the UK's only Sunday community breastfeeding drop-in. Compared with our other sessions, we have seen families travelling from further afield, with younger babies and more complex feeding issues. We received a generous grant from the Tampon Tax Fund in December 2019 to support this innovative session.



In October 2019 we opened a new session in partnership with Barton Neighbourhood Centre, supported by a Friendship Grant from [Oxfordshire Community Foundation](#). Then in January 2020, we began to provide the breastfeeding support element of the popular Didcot Baby Monday, which has continued to be facilitated by Lisa Mansour IBCLC, a longstanding member of the OBS team. The breastfeeding element of the Didcot session has become our 6th OBS drop-in, with the same quality standards, virtual support via Facebook and opportunities for Didcot mothers to train as OBS peer supporters. This is our first session outside Oxford city since the local authority funding cuts of 2016, and makes us accessible to families from South Oxfordshire.



Service Users Becky and Gurman and their babies
with Facilitator Jayne

OBS's Covid response

Since March 2020, OBS has redesigned its model of care to continue to provide support, despite the Covid-19 pandemic and the physical distancing regulations.

OBS's immediate response was to:

- Quickly transform our drop-ins into virtual video or phone consultations
- Respond to the rapid expansion of the activity on our Facebook group by increasing facilitator Facebook time from 4 to 16 hours per month
- Provide virtual antenatal provision and double sessions from once a month to twice a month, as NHS antenatal feeding education is currently very limited;
- Support new virtual groups for families who have had babies since March 1st including Didcot Baby Monday, Botley Bridges, Maple Tree Wheatley.

This has been a challenging time for us, but has also resulted in some real benefits to our service. We are now supporting many more families from outside Oxford city; those with very young babies (the youngest just 9 hours old!) and more very young first babies whom we saw less often at physical drop-ins.

“Without your support I would not still be breastfeeding.(...) You were the friendly face I needed in that madness and when you told me that you knew I would do it, I started to believe I could”. (Service User, virtual 1:1 consultations)

The rapid development of video support has shown us how useful this medium may be in supporting women with disabilities or other accessibility challenges, even once we are able to resume physical drop-ins.

“I hope this carries on afterwards on Zoom as it's a great 'distanced' way of exploring breastfeeding for our more timid clients”. (Family Nurse Partnership nurse, 2020)



OBS volunteers and facilitators at a team Zoom meeting

Finances

Financial report

This year saw a sustained effort by the OBS team to apply for and secure long term funding for the organisation. This has resulted in the awarding of three new funding streams, which will help in ensuring the viability of the service for the next five years. The most significant of these is £114,000 over 51 months from the National Lottery, in addition to two smaller grants (Tampon Tax £6,480 over 12 months and Oxfordshire Community Foundation £4,500 over the same time frame). In order to meet the requirements for these grants, there are plans to expand and diversify services, which will increase the costs of the organisation. This grant funding also requires OBS to find additional funds to ensure that existing services levels can be maintained alongside new projects. Over previous years, as a result of some individual generous donations, a comfortable level of reserves had been built up. These funds are now being used to invest in future services, and to ensure the organisation can continue to operate at current levels, whilst exploring new sources of funding to complement the major grant income. OBS has implemented online service provision, at short notice, following the Covid-19 outbreak around the year end; this has accelerated plans to invest in diversified ways of operating and has allowed new sectors of service users to be reached. This provision has incurred additional set up costs, and although in the short term OBS are able to fund this from reserves, there has also been investigation into additional sources of funding that will be able to see the organisation through this period.

[Find the full 2019/20 accounts here.](#)

During 2019/20 a deficit of £10,026 was recorded (2018/19 surplus £5,227), due to £5,000 being allocated towards funding the new Barton drop in and an increase in rates paid to facilitators for clinical work. This rate increase was agreed following a Trustee review of fair rates of pay for comparative work and is in line with our reserves policy.

Income for the year was £47,568 (2018/19 £46,156).

Outside of grant funding, OBS is reliant on the generosity of donors: through monthly Localgiving contributions, payroll giving, and fundraising events (which are organised by a dedicated team of volunteers). Breast pump loan is also becoming a valuable source of income for the organisation with £900 raised through this in both 2019/20 and 2018/19.

Expenses during the year were £57,594 (prior year £40,929). The majority of costs are connected to facilitator time running sessions and managing the organisation, including providing breastfeeding support via our closed Facebook group and communicating with health professionals. The impact of increasing facilitator rates for clinical work from May 2019 has been an extra £4,965. Other running costs have remained broadly in line with the prior year.

A [reserves policy](#) has been agreed by Trustees and is reviewed annually to ensure that the appropriate levels of reserves are maintained and OBS is able to continue to fund its activities without unnecessary disruption.

Donors

We are hugely grateful to all of our donors. This year we received grants from the following organisations:

- The National Lottery Community Fund
- OCF Friendship Grant (for our Barton drop-in)
- Tampon Tax Fund (for our Donnington Doorstep drop-in)
- The Pye Charitable Settlement
- We also have a small number of anonymous major donors both within the UK and overseas, with direct and indirect links to OBS. Their generosity and commitment to seeing the service flourish have amazed and inspired us.

We have also received donations from community fundraising:

- A service user Jaz Scott ran Westonbirt House Easter Half Marathon on Friday 19th April 2019. Jaz's company, ACCO Brands, made a £500 donation to OBS in support of her run.
- Our volunteer, Sam Shiell raised £176 through donations for second hand baby and toddler items;
- Our annual Family Festive Concert raised £1,008
- The annual Family Triathlon, organised jointly with South Oxford Family Room raised £4,605
- A local family chose to dedicate all fundraising in memory of their baby daughter to OBS, which has raised £4600 since Spring 2019, and for which we are so grateful.
- This year OBS has registered with Good Exchange, Amazon Smile, EasyFundraising & Oxford Lottery and we have developed our use of our mailing list, to inform service users of how we are funded and how they can help support OBS.



Louise Ellis, ACA, OBS Treasurer

Risks 2019-20

Following our successful bids to the Tampon Tax Fund and National Lottery Communities Fund, OBS is now in its most secure financial position since 2016. The facilitator team has also been strengthened with the return of Lisa to the team following the birth of her baby, and two new volunteers, a Consultant Midwife and an IBCLC, have brought extremely useful specialist skills to the organisation.

Despite this, financial risk is our most significant threat, coupled with staffing the organisation with very few local, qualified individuals available should any of the current contracts end. Fundraising remains our priority to sustain our services. The lottery funding we have received is enabling us to continue our services in these challenging times, and to look into remote and in person support models for the future, but we remain reliant on donations now and in the future to continue providing our services.

Our reputational risks include actual or perceived conflicts of interest from volunteers or facilitators and in order to mitigate these risks, we are planning the development of a Conflict of Interest Register for all facilitators and trustees and we have COI as a standing

item at all trustee meetings. We have developed both [Conflict of Interest](#) and [Commercial Activities](#) Policies. As an infant feeding organisation we also risk becoming inadvertently entangled within the often heated politics of breastfeeding and infant feeding. We are working towards developing a Code of Conduct which will include guidance on use of social media. Operational risks include concerns for the health of mothers and babies, such as mental health crisis or the health of baby if breastfeeding is not working well; data breaches or the malfunction of a pump supplied through our loan service.

Despite these uncertainties, OBS was in an excellent position to respond positively and effectively to these new challenges. The team proactively developed a new model of online support in very early March and closed all drop-ins by mid-March 2020. With this new model, we have been able to continue to support local families into the new financial year.

Looking towards 2020-21

In the year 2020-21 we look forward to beginning our programme of work to expand the reach of our services. Our work with The MotherKind Cafe will begin in May 2020; a new OBS session is planned in Banbury from April 2021, extending into North Oxfordshire and the research and development of specific projects to reach currently under-served families.

We continue to respond to the impact of Covid 19 and next financial year will look to the challenge of reopening our drop-in services as restrictions are lifted. The timing of these changes and what they will look like remain very uncertain and we may be forced to review our venues depending on their status at the time when drop-ins may reopen. The remote support the team has provided over the Covid-19 crisis has been very successful in increasing the reach of OBS beyond Oxford city, and as such this gives us an opportunity to look into future operating models for OBS that retains some elements of their new form of support for us.

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees:

Signature(s) 

Full name(s) Juliet Rayment

Position: Chair of Trustees