WCS CARE GROUP LIMITED

England & Wales · Charity number 1012788

Details

Other names	WARWICKSHIRE CARE SERVICES LIMITED, WARWICKSHIRE CARE SERVICES, WCS
Status	Registered
Legal form	Charitable company
Company number	02713150
Registered	1992-07-13
Register	View on the Charity Commission register

Contact

Address	Head Office 1st Floor Newlands Whites Row Kenilworth Warwickshire CV8 1HW
Phone	01926864242
Email	info@wcs-care.co.uk
Website	www.wcs-care.co.uk

Activities

Objects: TO CARE FOR ELDERLY PEOPLE, PEOPLE WITH DISABILITIES AND PEOPLE WITH SPECIAL NEEDS LIVING IN THE WARWICKSHIRE COMMUNITY AND ELSEWHERE IN ENGLAND AND WALES.

Activities: To provide high quality affordable care homes for older people and people with disabilities.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services
- **What:** The Advancement Of Health Or Saving Of Lives, Disability, Accommodation/housing
- **Who:** Elderly/old People, People With Disabilities

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Geography

- **Area of benefit:** WARWICKSHIRE
- Warwickshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£32,138,000	£30,206,000	£25,963,000	858
2024-03-31	£29,866,000	£28,072,000	£24,031,000	953
2023-03-31	£26,312,000	£25,432,000	£22,237,000	831
2022-03-31	£24,833,000	£22,367,000	£21,357,000	826
2021-03-31	£23,943,000	£21,958,000	£18,894,000	882

Trustees

Name	Role	Appointed
Jayne Matthews	Chair	2019-07-01
Alison Last		2018-04-01
Anthony James Holt		2022-07-11
Elizabeth Emma Ireson		2022-07-11
Elizabeth Jane Basten		2021-09-27
Mark Ronald Andrews		2017-11-27
ROGER LEONARD MERCHANT		2017-11-27
Rebecca Warwick		2019-01-30
Rev Nicholas William Michael LEGGETT		2024-12-02
William Daniel Shepherd		2025-03-24

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WCS CARE GROUP LIMITED

England & Wales - Charity number 1012788

Accounts

WCS Care Group Limited
Annual report and consolidated financial statements

For the year ended 31 March 2025



Registered Charity: 1012788

Company registration: 02713150

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1. Reference and administrative details of the charity, its trustees and advisors

Registered name:	WCS Care Group Limited
Also known as:	WCS Care
Registered company:	02713150
Registered charity:	1012788
Registered office	Newlands Head Office Whites Row Kenilworth CV8 1HW
Trustees:	A F Levett - Chair J A Matthews - Vice Chair A J Last S E Dobinson R L Merchant M R Andrews R L Warwick N Weatherburn (Resigned on 30th August 2024) E J Basten A J Holt E E Ireson N Leggett (Appointed on 2nd December 2024) W Shepherd (Appointed on 24th March 2025)
Executive Team:	E J Russell – Chief Executive P C Parekh – Director of Finance and Company Secretary K Salt – Director of Quality and Compliance J Cheshire – Director of Communications and Marketing J Rose – (Co-opted) Head of People and Support Services
Independent Auditor:	Crowe U.K. LLP Statutory Auditor 4th Floor St James House St James Square Cheltenham, GL50 3PR
Solicitors:	Anthony Collins LLP 134 Edmund Street Birmingham B3 2ES
Bankers:	The Royal Bank of Scotland Sheffield Branch 5 Church Street Sheffield S1 1HF

2. Welcome from the Chair of the Board

In September the Board agreed a fresh strategy setting out our intentions and aspirations for the next 6 years. Central to the development of this has been our wish to expand our village home model to more residents. In doing so we have explicitly set out a scale and geographical scope of operation to be sure there will be no compromise in our values and standards of care.

A village style development of 76 rooms has been approved in Attleborough by the board and a property has been acquired in Royal Leamington Spa for conversion to a 58-room care village. Both are hugely exciting projects drawing on the talents of our team and partners.

2026 will see the end of the current contract with WCC to provide socially funded beds. During the year we have looked carefully at the performance of the current contract. As a charity we want to reach agreement to continue this provision which we see as vital to the communities of Warwickshire and wish to commence negotiation as soon as possible.

I have visited our 13 homes throughout the year and have talked to residents and occasionally relatives. It is incredibly heartening to see how they have responded to our care delivery, enhanced surroundings, and opportunities for social activities. The extent to which our staff are committed to the well-being of those who choose to live with us, whether a frontline carer, administrator, or cleaner all demonstrate the truth of this belief. The Board believes being a carer is a profession requiring considerable personal qualities and experience.

The previous strategy has ensured the charity is prepared to be able to react to unexpected circumstances: history has taught us that this is the norm for the care industry in the UK. It is literally a matter of adapt to survive.

During the year we welcomed Nick Leggett and Will Shepherd to the Board, both bringing important skills and experience to our debate.

Our Chief Executive, Ed Russell, was recognised in the King's Birthday Honours by the award of an OBE for services to care home residents. We are justifiably proud of what he has achieved for us and the wider industry.

This is my final preface to an annual report as I step down in July after six years as Chair. It has been my privilege to chair the Board all of whom are committed to delivering the very best experience for our residents. I thank them all and the Executive who have gone the extra mile to change and improve our services.

Adrian Levett - Chair of the Board

And a word from our Chief Executive

This year marks a turning point for WCS Care. With a strong culture embedded and performance stabilised, we're now focused on scaling our impact - backed by a clear strategy and a capable, committed workforce.

Our Investors in People Platinum award confirms the strength of our organisation and puts us in the top 5% of employers nationally. Low staff turnover, under 1% agency use, and sustained recruitment success demonstrate that our model works and that people want to be part of it.

Innovation is driving better care and better business. We've rolled out shift planning via BookJane, introduced wellbeing tools like Wagestream, and launched new systems including acoustic monitoring and circadian lighting. These aren't pilots, they're operational improvements with measurable benefits.

At Sycamores, our circadian lighting retrofit has shown tangible outcomes in sleep, mood and engagement for people living with dementia. It's already shaping our future builds and influencing sector practice.

We've also completed a three-year refurbishment programme, ensuring that every home now reflects our household living model - practical, familiar and supportive of high-quality care.
On a personal note, I was honoured to receive an OBE this year. I started my career in frontline care, and this recognition reflects not just my journey, but the shared values and relentless commitment of our entire team.

WCS Care is in a strong position - operationally, culturally and financially. We have the right people, a clear direction, and the discipline to deliver. Thank you to everyone who helps us ensure that every day is well lived.

Ed Russell, OBE - Chief Executive

3. Report of the Trustees including the strategic report

Introduction
The Trustees, who are also the directors of the company, present their report and the audited, consolidated financial statements for the year ended 31 March 2025.

3.1 Who we are: our story

WCS Care is a Warwickshire-based charity established in 1992. We operate 13 residential care homes, providing accommodation, 24-hour personal care, and support to nearly 600 older people and people of working age who may find it difficult to manage daily life at home, many of whom are socially funded through our long-established partnership with Warwickshire County Council.

Residential homes provide residents with a safe place where they are looked after according to their needs, such as help with washing, dressing, toileting, administering medication and mobility. The word 'resident' means that people can treat the setting as their home and live there with access to the services available on site.

Our ambition is that every day is well lived for our residents: every day we invite people to choose the things they want to do and try new opportunities.

Our care model outlines how we achieve a day well lived; this is developed around our values and the individual character of each of our 13 care homes.

Our values are that every day we *play*, *make someone's day*, *be there* and *choose our attitude*. The standard we walk past is the standard we accept.

Four essential building blocks to deliver a day well lived are:

Our principles
- Fair fees
- Home for life
- Always improving
- Sharing with sector
- Partnership

Enabling environments
- Small self-sufficient households
- Lifestyle options – living a life that is familiar
- Communal/active space in addition to living space
- Spending time outdoors
- Circadian lighting which promotes wellbeing
- Attractive and comfortable decor

High quality care
- People
- Behaviours
- Systems/policies
- Funding
- Technology

Financial sustainability
- Sustainable fee levels and occupancy
- Strong financial leadership and management
- Commercial and prosocial

Key behaviours to support and enable this are:
- Passionate leadership
- Strong communication
- Value driven
- Innovative
- Effective and robust governance
- Active risk management

3.2 Statement by the directors in performance of their statutory duties in accordance with s172 (1) Companies Act 2006

Stakeholder engagement
The Charities stakeholders are:

- Residents, including their families
- Staff members
- Other stakeholder relationships include: Integrated Care Boards through Warwickshire County Council, other local authorities and the NHS, Local Charities, Suppliers, and voluntary sector
- The Charity's trustees, who are regularly engaged throughout the year particularly through Board and Committee meetings, and regular visits to the care homes

Structure, management and governance
WCS Care Limited is an independent charity, formed in 1992. The charity is registered with 12 trustees (Board of Directors), during the year there were 11 active members.

The Board of Directors has a wide portfolio of expertise and experience in health care, human resources, finance, property, marketing, IT and other disciplines.

In accordance with the Charity's Articles of Association, members of the Management Committee retire every 3-year cycle, serving a maximum of 9 years. Those offering themselves for re-election are those who have served the longest since their election or re-election.

Alison Last, Anthony Holt and Emma Ireson will retire by rotation and will offer themselves for re-election at the next annual general meeting.

Trustee induction and training
Induction includes a Trustees Handbook; comprehensive sessions with each member of the Executive Leadership Team; and an in-depth tour of the organisation. Training is also carried out both with external agencies and via in-house training.

The Board provide support and leadership to the Executive Team on the direction and strategy of the Charity and in fulfilling its role has established the following system of management:

Management of organisation
The body responsible for the management of the charity is the Board of Directors. The Board has five scheduled meetings each year with other meetings arranged as necessary. Members are elected every three years and serve a maximum term of nine years, unless otherwise agreed. The maximum number of members that can be elected to the Board is 12. The Board elects the Chairman at the November Board Meeting.

The Board receives reports from four formally constituted committees which are reviewed annually:

- Quality and Practice, including the Safeguarding sub-group
- Finance, Risk and Audit
- Project Commissioning
- Governance

Each committee has specific terms of reference and functions delegated by the Board.

The Chief Executive and the Executive Team attend meetings of the Board. The Chief Executive attends the Committee meetings and is accompanied by members of the Executive Team as appropriate.

The Board has overall responsibility for ensuring the charity has an appropriate system of internal financial and managerial controls across the entire organisation.

The Executive Team meets monthly, the focus being on strategy, and financial and operational issues.

The Director of Finance is responsible for corporate governance as well as WCS's overall financial strategy including statutory accounts and business performance. The Director of Quality and Compliance is responsible for ensuring that WCS meets the quality and operational performance required by WCS's care management system and responding to external reviews and regulatory inspections. The Director of Marketing and Communications is responsible for maintaining our brand and reputation, WCS's communication strategy and occupancy management. The Head of People and Support Services is responsible for delivery of WCS's human resources functions including the development of our culture.

The members of the Executive Team are supported by the three service managers in the management and development of the service. Service managers line manages a designated group of care homes and are responsible for the day-to-day operational management of the homes, with support from two support managers and our Quality Manager who is responsible for monitoring quality as part of our policy of continual improvement.

WCS is registered with the Care Quality Commission who monitor, inspect and regulate residential care services to make sure they meet fundamental standards of quality, and the charity complies with the Commission's Fundamental Standards.

Additional Trustee input and support
WCS Care is proud that our trustees' engagement goes far beyond attendance at committee and board meetings and extends into regular visits to the homes alongside members of the executive team to see the homes first hand – from refurbishments and the opportunity to speak to carers about what keeps them at WCS Care, and our residents about what everyday life is like for them, to judging our WCS in Bloom competitions.

As passionate advocates for the charity, trustees use their networks to raise the profile of the group, sharing news articles, our regular newsletter and social media posts with their connections.

3.3 Board strategy

September 2024 saw the adoption of our new six-year strategy taking the charity to 2030. Our previous strategy (2019-2024) aimed at modernising the charity, fortifying our culture, and adapting to the challenges of delivering quality, affordable care. It marked a crucial step in aligning our charity with the evolving landscape of residential care, building upon past successes rather than starting anew.

The outgoing strategy was instrumental in transforming our organisation into a modern, purpose-driven charity. Through the strategy's execution, we have cultivated agility, adeptness, and a willingness to take calculated risks. Implementation has been a valuable learning experience, emphasising the importance of our culture and showcasing both the strengths and limitations of technology solutions like acoustic monitoring, circadian lighting and BookJane. This understanding fuels our commitment to innovation with a focus on tangible outcomes. The response of staff to difficult situations, when well led, has given us both belief in our workforce and the impetus to demonstrably show that we value them.

We are confident in our abilities and optimistic about the future that lies ahead.

Strategy 2024 - 2030

Our new strategy (2024 - 2030) builds upon our learning and is framed within our existing values, culture, and principles. At its core is our unwavering commitment to advancing our vision of ensuring that ‘every day is well lived’™ for our residents. A pivotal aspect of realising this vision lies in our dedication to high quality, manifested through the excellence of our staff, the quality of our facilities, and the efficiency of our processes.

The strategy focuses on five ambitions:

1. **Geography and size**
   We’ll grow modestly to stay financially secure, using the principles of the village model to guide development and ensure that homes are of a viable minimum size. We’ll stay rooted in Warwickshire and pursue this ambition to the extent that our care, culture, flexibility and values remain uncompromised.

2. **Scope**
   We’ll explore new services like a respite care membership club, while continuing to support both older people and adults with disabilities – balancing social and private funding for long-term sustainability.

3. **Innovation and influence**
   We’ll keep finding better ways to deliver care, sharing what we learn to shape the future of care both locally and nationally.

4. **Environment**
   We’ll work towards net zero, reducing our environmental impact in a way that supports the planet, our people, and the future of the charity.

5. **People**
   We’ll support and develop our staff with fair pay, flexibility, and opportunity, making sure they feel valued and reflect the diverse communities we serve.

In summary, the move from our previous strategy to the new one has been a natural step forward, not a change in direction. The achievements from the 2019–2024 strategy were shared in last year's report, and we've carried that progress straight into delivering against the ambitions of our 2024–2030 strategy. Because we are building on what's already working, the transition has been smooth, and this year's report focuses on what we've achieved so far under the new plan.

3.4 Achievements and performance in 2024/2025 against the strategy

3.4.1 Geography and size (ambition 1 of 5)

Care Quality Commission

WCS Care Group recognises the importance of regulatory oversight, and we are committed to operating our business responsibly and in compliance with all regulations, legislation and approved codes of practice. Feedback from inspections, stakeholders and customers allows us to judge our compliance with our values and culture, not just the law.

It is our objective to operate with, and to maintain good relations with all regulatory bodies, and to carry out all measures reasonably practicable in order to continually improve our performance.

We have experienced one Care Quality Commission (CQC) inspection over the last 12 months at The Limes in Stratford-upon-Avon. This was our first routine inspection in over six years, and we're pleased that the CQC have again rated The Limes as Good. We're especially encouraged that all five key questions were reviewed, giving a rounded view of the care we provide.

The report reflects what we see every day - a team committed to safe, person-centred care with a genuine focus on dignity, involvement, and continuous learning. We were particularly pleased to see recognition of our strong learning culture, good risk management, and the supportive, visible leadership at the home. The CQC highlighted how people are involved in decisions about their care and how staff work together with external agencies for the best outcomes.

WCS Care Group: Fundamental Standards inspected by CQC - March 2025

Key:
- Outstanding
- Good
- Requires improvement
- Inadequate

		Safe	Caring	Effective	Responsive	Well-led	Overall rating
Attleborough	22/02/2023						REQUIRES IMPROVEMENT
Dewar	21/05/2019						OUTSTANDING
Drayton	19/05/2022						REQUIRES IMPROVEMENT
Drovers House	23/12/2019						GOOD
Castle Brook	18/12/2019						GOOD
Fairfield	26/09/2018						GOOD
Four Ways	22/06/2021						GOOD
Limes	29/01/2025						GOOD
Mill Green	04/06/2019						GOOD
Newlands	11/06/2019						GOOD
Sycamores	24/05/2023						REQUIRES IMPROVEMENT
Westlands	04/01/2023						REQUIRES IMPROVEMENT
WCV	24/10/2022						GOOD

Customer feedback

We're delighted our customers continue to rate us highly and, as a learning organisation, we're committed to continual improvement.

In February 2025, WCS Care was recognised as a Top 20 Mid-size Care Home Group by carehome.co.uk. These awards are based on reviews from our customers and we thank them for taking the time to provide valuable feedback to us about their experience of our care homes. This is the third time in the last four years that we have achieved this recognition.

carehome.co.uk

Customers have given WCS a rating of 9.8 out of 10

9.8

TOP 20 CARE HOME GROUP AWARD 2025 carehome.co.uk

9.2

In our own survey we once again asked residents and relatives three simple questions this year: what should we start, stop and keep doing? The feedback we received in response was detailed and we thank our residents and relatives for taking the time to respond to us. We also asked people whether they'd recommend their home as a good place to live. 9.2 out of 10 customers said they were satisfied with, likely, or very likely to recommend their home as a good place to live.

Refurbishment programme

This year marked the final stage of our three-year plan to bring our lifestyle household concepts - Country, Town and Classic - to all of our homes. First introduced at Woodside Care Village, these household concepts help people to live a life that is more familiar, reduce stress levels and increase engagement.

Castle Brook in Kenilworth and The Limes in Stratford-upon-Avon were the last homes to be updated. Both homes saw living spaces reconfigured and redecorated, with new fixtures and furnishings added throughout. At The Limes, the refurbishment also included a new hair salon - the first the home has had - as well as the addition of three ensuite wetrooms. We've also started work on a new reception and café space, and the conversion of one large bedroom into two smaller bedrooms, each with an ensuite wetroom - meeting expectations of our customers both now and in the future.

Dewar Close in Rugby unveiled its new café and reception in August, giving residents, relatives and staff a welcoming space to enjoy. The home's hair salon also had a complete makeover. And at Drayton Court in Nuneaton, we improved the home's kerb appeal with new cladding, facias and signage, creating a more modern and inviting entrance for visitors and residents alike.



And we've continued our work to further improve internal environments too. At Four Ways in Leamington Spa, we completed another stage of our project to cover the old-fashioned Georgian safety glass, adding window dressings to give a more homely feel.

Growth

Alongside these refurbishments, construction started at Fairfield in Bedworth on a brand-new care cottage for 10 residents, as well as a new high-street style launderette, café and outside covered plaza. Despite a few delays caused by the British weather, the new cottage is taking shape quickly and is expected to open in December 2025.

We also made progress at Attleborough Grange in Nuneaton. Final designs for the future Attleborough Care Village were submitted to planning this year. The current home, which accommodates 32 residents, will be replaced by a village providing a home for 75 people. Every bedroom will have an ensuite wetroom and residents will have access to a shop, café, cinema, launderette and hair salon, plus outdoor walkways, gardens, a plaza and rooftop bowling green modelled on the same principles as our award-winning home, Woodside Care Village.



Southfields

Looking ahead, negotiations post-Christmas led, in May 2025, to WCS Care completing the purchase of Southfields, our 14th site, a former sheltered housing site on Lillington Road, Leamington Spa. The acquisition marks a key milestone in the charity's plans to expand its award-winning model of village-style care.



Empty for over five years, Southfields offers a rare opportunity to bring an underused building back into meaningful use. The 1.26-acre site will be transformed into a new 58 room care home, designed around our household-based model first introduced at Woodside Care Village in Warwick.

Bringing new life to this long-vacant site and provide high-quality care for both privately and socially funded residents.

3.4.2 Scope (ambition 2 of 5)

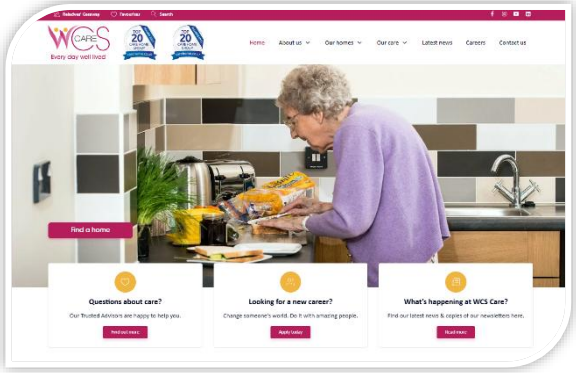
Reaching into our communities

One of our key marketing priorities is helping people see what life in a care home is really like before they need one - that it's not something to fear, but simply a new chapter in a different home, with new people to get to know.

We take a long-term approach to sales and admissions. Rather than focusing only on when someone is ready to move in, we spend time reaching into our communities, sharing real stories and everyday moments from life in our homes. This helps people feel more secure and informed when the time comes to choose care, with a clearer picture of what to expect and how life will continue after the move.

A new, mobile friendly website

In May 2024 we launched our new website. Working with an external agency, the new site is designed to be more mobile friendly, have better search engine optimisation and have more flexibility for updates.



As part of the development we asked Let's Talk Ageing, a local marketing agency that focuses on how businesses can reach people in older demographics, to review the proposed new look and content of the site to ensure we were meeting our target audience's requirements. The proposed changes to the site scored more highly than their previous review of the old website, giving us confidence that our improved design and structure would work for our target audiences.

This has proven to be the case with the website performing well, achieving higher organic search results and a higher number of mobile users.

Expanding our social media footprint

In January we launched our Instagram page, adding to our Facebook, YouTube and LinkedIn channels. As a popular platform among younger generations, Instagram gives us the opportunity to reach current and potential team members, and influence a younger generation about what working, or living, in a care home is like, changing perceptions of the sector.

We've already achieved over 100 followers, with this number being added to every week.

We've also been focusing on using Facebook to reach beyond our usual followers, organically getting content shared into local community groups across Warwickshire. We've achieved this by engaging our followers, many of whom are team members, with voting for regular competitions throughout the year, including our best Easter bonnet and pumpkin competitions. This approach proved particularly successful with our Christmas wreath-making and best lit home competitions. These two posts reached almost 90,000 people, had 280 shares and 1,700 reactions, likes or comments, spreading WCS's name and care far and wide to thousands of people who would not have heard of us before - and it was all free.

WCS Care in the news

In May 2024, Woodside Care Village featured in a BBC Radio 4 podcast as part of the *Illuminated* series. The episode, titled *Am I home? Life in a dementia village*, explored the daily realities of caring for people with dementia, and in particular the ethical decisions carers make around 'lying' to reduce anxiety or calm distress.



The programme raised important questions and gave space to different perspectives. It included reflections from the journalist, who had faced the same dilemma with her own mother, and recognised both the emotional difficulty and the potential benefits of these choices for the person living with dementia. BBC Radio 4 has a weekly audience of 9 million listeners so this piece had the potential to reach millions of people.



June saw the announcement of the King's Birthday Honours list and Chief Executive, Ed Russell's, appointment as OBE for services to care home residents.

Ed's career, from carer to Chief Executive, was featured in national, local and trade press highlighting WCS's belief in elevating the role of carers and the use of innovations and technology to improve the lives of residents living in care homes.

3.4.3 Innovation and influence (ambition 3 of 5)

Circadian lighting

Working with lighting consultants, manufacturers and the University of Oxford, we've developed a lighting system that can easily be installed into an older building with no rewiring or building work and limited disruption to residents and staff. From a practical perspective, the system removes the need for manual adjustments with the lighting adapting to the time of day automatically. There's no training needed and no risk of it being turned off or set incorrectly, which matters in a busy care environment with shift and staff changes.

We achieved a significant milestone in November 2024 with the retrofitting of this circadian system across Sycamores care home in Leamington Spa, a 36-bed, 1960s care home. Using Dementia Care Mapping, a structured observational tool from Bradford University, we took this opportunity to conduct our own analysis of the impact on residents of this new lighting.

Before and after the installation, trained observers tracked residents' behaviours and mood minute-by-minute over six-hour periods.



The results were significant:

- Daytime sleeping dropped by an average of 58%
- Interpersonal interaction increased by 470%
- Mood scores improved by 360%
- Negative mood dropped by over 94%.

Residents who had previously spent the day withdrawn and sleepy were alert, engaging with others, smiling, and making eye contact. One resident, who had six falls in the year before installation had none in the first five months after the lights were changed. She also stopped banging on doors in the evening, and her mood score rose from 21% to 84%.

Sundowning, the agitation and confusion that can occur in the late afternoon and evening, is a common challenge in dementia care. Before the new lighting, the home saw consistent spikes in negative mood in the late afternoon. After installation, that dropped to zero in the same time window. By extending the sense of daylight into the early evening and then gently shifting to warm tones, the lighting system helps to smooth out this difficult time of day.

And the benefits extend to staff as well. Staff reported that they were less exhausted and more fulfilled. Others noticed how much more relaxed residents were and how that changed the whole feel of their shift.

Circadian, or human-centric, lighting imitates nature's cycles of light and dark, as well as the changes in colour we experience from dawn to dusk. 80% of residents living in a WCS Care home for older people live with dementia. 1 in 5 people with Alzheimer's disease experience sundowning syndrome, sometimes called late-day confusion, but it can also happen generally to older people. 1 in 15 people in the UK suffer from Seasonal Affective Disorder (known as SAD syndrome) which, because we live in the northern hemisphere, tends to impact people more between September and April.

The conditions above, as well as a lack of sleep, can lead to depression, over-eating, poor concentration, memory problems, a lack of energy, confusion, loss of day orientation and changes in mood. Exposure to natural light for as little as 10 to 15 minutes a day, can help to reduce or stop these symptoms.

During the day, circadian rhythm lighting replaces the sun indoors, and at night stops people being exposed to inappropriate blue/white light which can delay or disturb sleep patterns.

Installing circadian lighting into a new-build is relatively easy, however, with most care homes in our group and across the country being older buildings, we wanted a system that could be installed cost-effectively in older buildings to bring the benefits of this light to residents across all of our homes.

University of Oxford circadian lighting PhD

The University of Oxford is undertaking a PhD study, at Sycamores in Leamington Spa, which progressed into its final year in September 2024. Working with a team led by Professor Russell Foster, the PhD study has used a novel light sensor to monitor the light environment in the care home's bedrooms and communal areas across multiple days, providing a detailed assessment of how the light environment changes following the installation of circadian lighting.

This is the first research study to examine this in a detailed way and will be an important contribution to informing effective circadian interventions for care homes and broader healthcare environments such as hospitals.

Music and dementia

Using Bradford University's dementia mapping tool, we measured the wellbeing of residents before, during and after music sessions. The results were clear. Regular music, and by that we mean every 2 to 3 days, helps to maintain and top-up emotional wellbeing. If music is less frequent, the benefits start to decline.



WCS has employed Community Musicians since 2020, and are grateful to The Charity of Thomas Oken and Nicholas Eyffler for their continued support of our musician programme through a grant to fund an additional musician at Woodside Care Village.

Listening to music benefits us individually and collectively, improving physical, mental and emotional health. It releases dopamine, which is known as the 'feel-good' hormone, and creates a feeling of social connectedness. At WCS Care we believe that regular music helps to maintain residents' emotional wellbeing and set out to measure this.

So, whilst the NHS might not be putting music on prescription, we're going to continue to sing the praises of this simple but effective way of making a positive impact for our residents.

Acoustic monitoring centralisation

WCS Care have championed the use of acoustic monitoring in the sector since we first retro-fitted it in one of our newer homes in 2015. Within a year we experienced a 34% reduction in night-time falls and, after installing it in two further new-builds, were able to evidence a 55% reduction in falls across days and nights. In 2020 we installed a new Wi-Fi version of the acoustic system into The Limes, one of our older buildings, and became the first provider in the UK to monitor two sites from one location, using remote monitoring to support the night carers at this small residential home.

The next step in our acoustic journey is to build on the success of monitoring The Limes remotely and bring the monitoring of all four care homes under one roof. We've progressed our plans this year with the installation of a centralised monitoring station at Support Services in Kenilworth and the recruitment of our Acoustic Night Team Manager who will lead and train the team of acoustic monitoring night staff.

If you've not heard of acoustic monitoring, it's a non-intrusive technology that listens to sleeping residents and is triggered by unusual sounds beyond a set level for each person's specific needs. If there's no sound from a resident's room, they're left to sleep in peace, rather than being disturbed by hourly door-checks throughout the night.

3.4.4 Environment (ambition 4 of 5)

Environment strategy

In September 2024, we formally adopted a net-zero target as part of our six-year business development plan. This reflects a practical, long-term approach to reducing our environmental impact in ways that also make sense for our operations. Our first step was to complete a carbon baseline assessment for 2023/24. This gives us a clear picture of where we are and where we can make the biggest difference.



One of our early actions was the installation of solar panels at Woodside Care Village in Warwick. In their first year of use, they've reduced our carbon emissions by 17.762 tonnes – the equivalent of driving 44,400 miles or planting 825 mature trees. Based on this success, we plan to extend solar power to two more homes each year, carefully monitoring the benefits and return on investment.

As a charity, our commitment to care extends beyond residents and staff to include the communities we're part of and the environment. Considering sustainability in our planning and decision-making is part of how we continue to develop as an organisation. A flexible set of environmental actions will guide our work over the next six years. This will allow us to adapt as we learn, while staying focused on our goal of achieving net zero and continuing to make responsible choices as we grow.

3.4.5 People (ambition 5 of 5)

Elevating the role of carers

Our strategic campaign to elevate the role of caregiving continues to go from strength to strength.

With salaries set above National Living Wage and word of mouth recruitment remaining strong, we continue to buck national care sector trends. For the second year running, staff turnover remains

low at 14.7%, compared to a national average of over 25% with agency use at less than 1% for the third year in a row, supported by our established team of Mobile Carers who now make up 10% of our workforce and cover 15% of the available shifts across our homes.

Having a consistent, familiar team at the heart of our care has made a real difference to residents, relatives, and staff, with feedback through surveys recognising the positive impact of removing agency use. It means that every act of care is delivered by someone who knows our values and standards.

Staff feedback



Building on our previous approach we again asked asked our staff three simple questions in our staff survey this year: what should we start, stop and keep doing? The feedback we received in response was rich and informative and we thank our staff for providing direct, open responses to these questions. We also asked staff whether they'd recommend their home as a good place to work. 9.7 out of 10 staff said they were satisfied with, likely, or very likely to recommend their home as a good place to work.

Learning and development

Following the successful introduction of our rostering app, BookJane, in 2022/23, we've seen wider benefits beyond improved shift cover. BookJane has helped to create more dedicated time for team members to complete training, leading to higher training compliance and completion rates. It has also made it easier to plan time for staff inductions, giving new starters the opportunity to settle in properly and complete their Care Certificate.

Having a more consistent workforce has also enabled more staff to progress with work-based qualifications. Across our homes, 29 learners are currently studying as part of our Management College for level 3 or 5 leadership and management qualifications, with 81% of home management team members either qualified or working towards a qualification.

And our newer Care College is growing, with 67 learners studying towards level 2 or 3 adult care awards, supported by four internal assessors who themselves achieved their assessor qualifications this year. Altogether, 52% of our frontline workforce are now qualified or working towards a qualification, helping to build confidence and skills across the organisation.

Third annual leadership conference

In September we held our third WCS Leadership Conference, inviting trustees, management and frontline team members from across the organisation to a day of thought-provoking presentations and discussions titled: *Bold ideas, Big results*.



Covering key strategic deliverables including development plans and our net zero strategy, the day also focused on the everyday work of our carers and the delivery of dementia care in particular.

The day began with an introduction to our net zero work by Paresh Parekh, Director of Finance, and our growth and development work delivered by Service Manager Samantha Stuart.
This led into the keynote session, led by Sarah Bedding, Head of Learning and Development, who used the May 2024 BBC Radio 4 broadcast, *Am I Home? Life In A Dementia Village* and a very personal presentation reflecting on her journey and learning as a carer, to ask the simple question: *can we do more to support our residents who live with dementia?* The response was overwhelmingly positive with a number of outcomes including new dementia training delivered not only to staff but also relatives, and the creation of memory albums for residents who benefit from these to connect with their past and present, stimulating memories and offering a sense of comfort and familiarity.

Celebrating long service

In November and December we recognised 109 staff, with a combined length of service of 1,030 years (an average of 9.5 years), for their dedication to WCS Care. We also presented over one hundred one-year work anniversary cards to team members who had reached this milestone.

Introducing Wagestream

Investing in the wellbeing of our carers has remained a priority too. This year, we launched Wagestream, a financial wellness app that gives staff the option to access part of their earnings before payday, potentially reducing the need for high-cost credit or overdraft fees. 57% of staff have now enrolled, using the app to manage their income and build savings, with 60% of users creating a personal savings pot.

King's Birthday Honour

This year saw a particularly special celebration for our Chief Executive, Ed Russell, who was recognised in the King's Birthday Honours List for *Services to Care Home Residents*. Ed's journey with WCS Care began more than 30 years ago when he joined as a carer, and it was a proud moment when he collected his OBE from His Royal Highness the Prince of Wales at Windsor Castle in November.

Investors in People Platinum

In January, the charity was awarded Investors in People Platinum, placing WCS Care among the top 5% of all accredited organisations. This recognition is a celebration of the incredible work our carers do every single day, and demonstrates that our care homes are not only wonderful places to live, but also rewarding and supportive places to work. The accreditation reinforces our belief that great care starts with great people and we will continue to elevate the role of caregiving and our team members to ensure the best outcomes for those we support.



The Potting Shed

The Potting Shed
Where the seeds of kindness grow

Now in its fifth year, The Potting Shed is run by a team of staff volunteers who give their time to arrange events for staff and support them with their health and wellbeing.

This year, with team members asking for fewer events, the team have focused on the support they provide for health and wellbeing, and in particular mental health, moving towards being a wellbeing steering group and network for team members to link into.

We also maintain our Employee Assistance Programme which offers legal, financial, and health and wellbeing advice to team members and their families.

Financial review

Taxation status
As a charity, WCS Care Group Limited is exempt from corporation tax on its charitable activities.

Insurance of directors and trustees
The charity maintains insurance for the directors and trustees of WCS Care Group Limited in respect of their duties for the organisation.

Reserves policy and going concern
It is the policy of the charity to target free reserves at a level which will support the operations of the business in the event that some of the homes encounter trading difficulties during the year. The Board has agreed to set aside £4m for this eventuality. Reserves are also held to provide funds for the future development of its property portfolio, continual improvement of services and growth within the charity. The reserves policy is reviewed on an annual basis.

At the year end, free reserves available to the Charity are represented by unrestricted reserves of £25.8m, less fixed assets of £30.1m, plus debt used to finance assets of £13.2m, which equals £8.9m (2024: £8.4m). The free reserves over £4m are planned to be invested in maintenance of existing care homes and the development of new care services over the coming years, as explained throughout in the report.

The directors have considered it appropriate to adopt the going concern basis of accounting in preparing the financial statements. The trustees are of the view that adequate resources are available to the organisation to continue to operate as a going concern over the foreseeable future from the date of approval of the financial statements.

The Charity has revisited its going concern assessment during 2024-25. It has reviewed the re-worked cash flows up to March 2030 including scenario planning for another Care Village in 2026/27 with a lower occupancy fill up in admissions. The results show that there is some adverse impact, however this has no material impact on the financial viability of the charity in the foreseeable future.

Post Covid-19, we have seen the care home investment sentiment remaining strong and without an alternative safe and viable option for the care of older people, residential care sector will continue to play a vital role. The Charity has shown to be resilient and able to operate and provide good levels of care in very challenging of circumstances.

Statement of disclosure of information to auditor
The directors at the time when the Report of the Trustees was approved confirm that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- each director has taken steps that ought to have been taken as a director in order to be aware of any information needed by the charity's auditor in connection with preparing their report and to establish that the charity's auditor is aware of that information.

Strengthening the financial position
The charity has made surpluses in the year, building on the reserves generated in previous years and will be investing these reserves back into upgrading and expanding care services across the charity's homes in Warwickshire.

Financial results
The Charity generated an overall surplus of £1.7m (2024: £1.8m) in the financial year ended 31 March 2025. It also had £0.2m of restricted donations during the year. This year's financial performance has had a positive impact on the Charity's balance sheet, shows net assets of £26.0m (2024 - £24.0m). More information on the application of reserves is provided on page 18. Whilst substantial net assets are not the prime business objective, a strong balance sheet is important in providing the resources to support the Charity's development. The Charity remains in a position to be able to pay its debts as and when they fall due, and it continues to provide quality care to its service users.

The Parent Charity, WCS Care, saw overall income increase by 7%, mainly due to the annual inflationary increase, better average fees across all the homes.

Care operating expenditure continues to absorb relatively high property maintenance costs and additional depreciation from the three village homes and refurbishments at the older homes. The Executive Team is charged with maintaining a tight control over operating and administrative expenditure whilst still recognising the need to undertake major maintenance works at some homes so that the high level of service to our service users is maintained.

Care payroll costs increased by 9% in April 2024 due to the National Minimum Wage legislation. With the introduction of the in-house mobile workforce, this has led to a reduction in the use of external agency staff across all homes, generating a overall savings compared to the previous year.

The cost of all refurbishment and capital works has been depreciated since the completion of each individual scheme. The Charity has undertaken a programme of refurbishment works at all its older Homes. Depreciation costs remained similar to previous year at £1,735k (2024 - £1,701k) due to the newer village homes and refurbishment works. Further information on depreciation costs can be found in note 8 to the Financial Statements.

The expenditure on property refurbishment continues to be a priority for the charity spending £1,069k (2024 - £2,029k). Smaller items of furnishings and equipment purchased by the Homes which, in accordance with the Charity's accounting policies has not been capitalised, was £92k (2024 - £49k). This expenditure reflects the Charity's continuing commitment to maintain a high level of décor and furniture within the Homes for the benefit of our service users.

Cost increases were experienced in care and management staff, through the deployment of additional resources in care, pension contributions and Head Office support services, social activities for residents, residential expenses and professional services.

Although the charity operates on a 'not-for-profit' basis, the financial future of the business can only be secured through the delivery of an efficient and effective service that provides operating surpluses to finance even higher standards and future developments. The Charity is required to generate sufficient surpluses in order to repay debt financing, raise finances from the bank to invest in existing and new homes.

Despite the continuing underlying financial success of the charity a number of significant financial pressures remain and these include:

i) Staffing costs
Over many years now the real cost of employing direct care staff in our residential homes has been increasing by significantly more than the rate of inflation. The increase in cost has resulted from meeting the needs of ever frailer residents, specific requirements to meet Dementia Care standards, enhancing service quality in areas such as social activities and laundry. Changes in legislation due to increases in the National Living Wage (9.8% from April 2024) and the continuing professionalisation of the workforce together with the cost of living pressures continues to maintain the upwards pressure on staffing costs. The annual direct care staffing expenditure increased year-on-year by £1,216k (2024: £843k). The introduction of the internal mobile workforce mitigated against external agency costs.

It has been essential for pay awards to be kept in line with the care sector, other than to recognise the increase in the National Minimum Wage (NMW) each year. To ensure that the charity retained and recruited staff in a competitive employment market an additional 30 pence per hour has been maintained for all care staff above the NMW.
The Charity sees care sector inflationary pressures continuing in 2025-26 and therefore pressure on the organisation to generate the income is essential to meet its major costs.

ii) Property maintenance costs, ICT and environment expenditure
The charity's previous refurbishment programme did not address all property aspects and certain equipment. A programme of replacement and refurbishment has been established and the charity will work through the remainder of this over the next few years. Further resources have also been earmarked to roll out enhanced technology supporting electronic care planning and acoustic night-

time monitoring within the homes. There is also an ongoing programme to purchase new furniture, flooring and curtains as well as redecoration of the bedrooms.

iii) Other costs
Personal protective equipment items, such as gloves, masks, aprons are no-longer provided by the Government and the Charity spent £92k of its own funds this year. (2024: £89k).

Energy costs have reduced during the year, although they remain at elevated levels due to the impact of the Ukraine war. During this financial year, the Charity incurred energy expenses amounting to £816k (2024: £1,180k). Additionally, other expenses such as food, property maintenance, waste disposal, and insurance saw increases ranging from 7% to 22%.

Brexit uncertainties have added further cost pressures in the areas of food supplies and energy costs, depending on the relative strength of sterling and potential additional tariffs being applied in any future settlement. Although WCS Care does not employ many staff from mainland Europe (less than 5%), the indirect effects of staffing movement at the minimum wage level could see staff shortages in the care sector as a whole.

In seeking to meet the increasing operational costs faced by the charity, the business strategy is geared towards improving income streams whilst being as efficient as possible in the deployment and management of staff and in contracting for services.

Places within our homes are purchased either by people with independent means or those supported through public expenditure to meet the specific care needs of very frail older people and adults with disabilities. The charity remains committed to ensuring that places are available for public benefit throughout Warwickshire.
WCC support prices rose in line with CPI inflation in 2024/25, however, this did not entirely cover the price rises resulting from general and energy inflation.

The need to balance rising care standards and costs with income generation has driven the Charity's business strategy since inception. However, to secure the charity's future position as the leading independent care provider in Warwickshire, directors are committed to the generation of higher operating surpluses with the aim being to continue to strengthen the charity's Balance Sheet and to invest in front line care services and new residential care homes.

On the basis that WCC support fee rates in line with the cost of care expectations and National Living Wage increases, directors remain confident the charity will be able to maintain block contract places and develop its core services, as envisaged in the Business Plan.

Plans for future periods
The strategy adopted focuses on ensuring the Charity has the capacity and capability to develop and deliver future-proofed care services. This strategy is predicated on a programme of ensuring sustainability of all its care homes across the county.

The key element of the strategy is to develop WCS's older people's services over a 5–10-year period based on a mix of sustainability of existing homes and expansion, redevelopment and new build extensions.

Development programme
The charity has developed three new residential care homes. The first home was opened in 2013 in Rugby, providing specialist dementia care for 75 people and the second opened in 2016 in Kenilworth, housing 84 residents and the latest development in Warwick opened in November 2019 with 72 beds. All three care homes were developed with a mix of internally generated funds and bank lending. The current focus is on developing extensions to existing homes as well as a new care village in the future.

Principal risks and uncertainties

General risk management

On a continuous basis, specific risks are identified and rated high, medium or low in a matrix format. Controls are then designed to minimise or mitigate the risk through quality measures, indicating action required and by whom. The Business Risk Assessment forms an integral part of our board meetings.

The directors have examined the principal areas of the charity's operations and considered the major risks faced in each of these areas. The Executive Team reviews key organisational risks on a bi-monthly basis and these are assessed for their likelihood and potential impact on the charity. Action is taken to mitigate any significant risks and the outcome is reported to the board. In the opinion of the directors, the charity has established resources and review systems which, under normal conditions, should allow these risks to be mitigated to an acceptable level in its day-to-day operations.

Care service failures, ability to recruit and retain staff, WCC block contract fees not keeping pace with inflation, price rise due to higher energy costs and general inflation, the threat from competitors and higher wage costs due to statutory National Living Wage increases are the most significant risks faced by the charity.
For all of the risks above, the Charity has strong mitigations and monitoring systems in place and is confident in being able to contain them.

The charity's operations expose it to a variety of financial risks that include credit risk, liquidity risk and interest rate risk. The charity has in place a risk management programme that seeks to limit any adverse effects on the financial performance of the charity by fixing majority of its' loans to avoid interest rate fluctuations.

The charity does not use derivative financial instruments to manage interest rate risks and as such, no hedge accounting is applied.

Given the size of the charity, the directors have not delegated the responsibility of monitoring financial risk management to a sub group of the board. The policies set by the board of directors are implemented by the charity's finance department.

Energy and emissions report

The following table summarises WCS Care's reporting requirements under the Government's Streamlined Energy and Carbon Reporting (SECR).

	2025	**2024**
UK energy use (1) kWh	**8,394,700**	**7,737,915**
Associated Greenhouse gas emissions (2) Tonnes CO2 equivalent	**1,459.1**	**1,465.42**
Intensity ratio (3) Tonnes CO2 equivalent emissions per FTE	**2.15**	**2.25**

(1) UK energy use (Kwh) is relation to Gas, Electricity and car fuel used by the company.
(2) The associated Greenhouse gas emissions tonnes CO2 equivalent has been calculated using the Government's conversion factors for reporting and HM Environmental reporting guidelines.
(3) The chosen intensity measurement ratio is total gross emissions in metric tonnes CO2e per full time employee (FTE).

Energy efficiency measures
WCS Care have commissioned the latest ESOS audit in 2023/4, as well as an Environment strategy during the year. See page 15 for more information.

Related parties
The organisation has one wholly owned subsidiary, which was active during the year: Common Lane Developments Limited (CLDL). During the year, CLDL has been progressing a project at Fairfield Care home to develop a 10 bed care cottage and agreeing planning for a new care village in Nuneaton at Attleborough Grange.

Significant contracts
The charity has a care contract with Warwickshire County Council (WCC) which has been extended for a further 5 years from 2021. The contract involves delivering residential care services to older people and people with disabilities and provides the charity with around half of its income with the remainder generated from placements to private individuals or other public authorities

Key performance indicators
Each home within the residential care operation prepares a monthly Management Report which includes key performance indicators to ensure each part of the business is compliant with the following standards which are internally audited. The KPI standards include overall care quality; safety; effectiveness of operations; responsiveness; and the homes being well led.

Public benefit
The charity trustees have complied with the requirement contained in section 17 of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charity Commission in exercising their duties.

Service users who are not able to fund their place entirely from their own resources are normally subsidised by their local authority, predominately Warwickshire County Council, following an assessment of care needs. In this way, the charity is able to ensure that individuals across the whole community are able to benefit from the high-quality services WCS offers.

Fees charged to service users are commensurate with maintaining the financial viability of the organisation.

Statement of Directors' responsibilities
The directors are responsible for preparing the report of the trustees incorporating the strategic report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charity and of the incoming resources and application of resources, including the income and expenditure, of the group and charity for the year. In preparing those financial statements the directors are required to:

- select suitable accounting policies and then apply them consistently
- make judgments and accounting estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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 requirements of 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.

Independent auditor
A resolution to reappoint CROWE U.K. LLP as auditor to the charity will be proposed at the annual general meeting.

People management
An extensive programme of training on organisational values and aspirations continued to be delivered to staff across the organisation to ensure values are shared and cascaded into all areas of care and practice. The charity promotes strong culture, leadership and innovation at all levels of WCS Care and individual homes.

Staff turnover decreased to 14.7% during the year (2024 - 17%) exceeding our internal target of 20%. A combination of factors has contributed to the reduction in turnover which include rolling out of electronic rota management system which provides greater flexibility in choosing shifts, investment in pay during the year and enhanced staff well-being programmes.

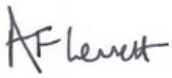
WCS has in place Conditions of Service which comply with legislation, are flexible, support the organisation's values and objectives, and which promote employee satisfaction. They include:

- full and fair consideration of applications for employment made by disabled persons, having regard to their particular aptitudes and abilities
- continuing the employment of, and arranging training for, employees who have become disabled persons while employed
- the training, career development and promotion of disabled persons

Staff salaries (including KMP) are benchmarked against similar organisations, recruitment guidance and 3rd parties' advice is also taken to ensure that they are reasonable and in line with the sector.

Our care homes experienced a sickness rate of 4.7% among our staff (2024: 6.4%), internal target for sickness is 5.5%. The fall can be attributed to several initiatives to improve the health and wellbeing of our staff. These include offering free flu vaccinations, promoting a healthy work-life balance, and providing support for mental health. Despite the sickness rate, we have ensured that the quality of care provided to our residents remained unaffected, by deploying mobile care staff and adjusting shift patterns where necessary.

Approval of the report of the trustees and the strategic report
The Report of the trustees incorporating the strategic report has been approved by the Board of Directors and is signed on behalf of the board by:



A F Levett - Chairman 7th July 2025

Independent auditor's report to the members of WCS Care Group Limited

Opinion

We have audited the financial statements of WCS Care Group Limited ('the charitable company') and its subsidiary ('the group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, Group Balance Sheet, Company Balance Sheet, Statement of Consolidated Cash Flow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).
In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2025 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions related to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Independent auditor's report to the members of WCS Care Group Limited (continued)

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the Directors' report and the Strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report included within the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 24, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Independent auditor's report to the members of WCS Care Group Limited (continued)

Auditor's responsibilities for the audit of the financial statements

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context were the CQC Regulations, General Data Protection Regulations and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and accuracy of resident fee income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance Committee about their own identification and assessment of the risks of irregularities, designing audit procedures over resident fee income, sample testing on the posting

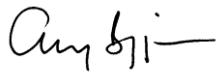
Independent auditor's report to the members of WCS Care Group Limited (continued)

of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.



Guy Biggin
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
4th Floor
St James House
St James Square
Cheltenham, GL50 3PR

Date: 19 August 2025

Consolidated statement of financial activities (including income and expenditure account) for the year ended 31 March 2025

	Notes	Unrestricted funds £000	Restricted funds £000	Total funds 2025 £000	Total funds 2024 £000
Income					
Income from Charitable Activities					
Provision of care services	2	31,583	-	31,583	29,532
Donations	2	27	247	274	80
Investment income	4	281	-	281	254
Total Income		31,891	247	32,138	29,866
Expenditure					
Charitable expenditure:					
Care operating expenses	6	29,469	40	29,509	27,342
Total charitable expenditure		29,469	40	29,509	27,342
Interest payable	5	697	-	697	730
Total Expenditure		30,166	40	30,206	28,072
Net income before other recognised gains and losses	7	1,725	207	1,932	1,794
Net income and net movement in funds for the year		1,725	207	1,932	1,794
Reconciliation of funds					
Fund balances brought forward at 1 April	15, 17	24,029	2	24,031	22,237
Net movement		1,725	207	1,932	1,794
Transfer between funds		-	-	-	-
Fund balances carried forward at 31 March	15, 17	25,754	209	25,963	24,031

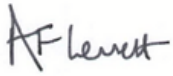
The notes on pages 33 to 47 form part of these financial statements.

Balance sheet as at 31 March 2025

	Notes	Group		Company	
		2025	2024	**2025**	2024
		£000	£000	**£000**	£000
Fixed Assets					
Tangible Assets	8	**30,143**	29,519	**28,668**	29,291
Investments	9	**-**	-	**-**	-
		30,143	29,519	**28,668**	29,291
Current Assets					
Debtors	10	**1,423**	1,635	**2,708**	1,894
Cash at bank and in hand		**10,314**	9,225	**10,309**	9,204
		11,737	10,860	**13,017**	11,098
Creditors: amounts falling due within one year	11	**(3,408)**	(3,158)	**(3,176)**	(3,137)
Net current assets		**8,329**	7,702	**9,841**	7,961
Total assets less current liabilities		**38,472**	37,221	**38,509**	37,252
Creditors: amounts falling due after more than one year	12	**(12,509)**	(13,190)	**(12,509)**	(13,190)
Net assets		**25,963**	24,031	**26,000**	24,062
Funds					
Unrestricted fund	17	**25,754**	24,029	**25,791**	24,060
Restricted fund	15	**209**	2	**209**	2
Total funds		**25,963**	**24,031**	**26,000**	**24,062**

Company Number: 02713150
Charity only results for the year are £1,939k (2024 £1,799k).

The financial statements on pages 29 to 46 were approved and authorised for issue by the board of directors on 7th July 2025 and were signed on its behalf by:



A F Levett - Chair

Statement of Consolidated Cash flow for the year ended 31 March 2025

	Notes	2025 £000	2024 £000
Cash provided by operating activities	18	**4,570**	3,958
Cash flows from investing activities			
Interest income		**300**	197
Purchase of tangible fixed assets	8	**(2,375)**	(2,042)
Cash used in investing activities		**(2,075)**	(1,845)
Cash flows from financing activities			
Cash outflow from repayment of borrowings		**(703)**	(2,698)
Cash inflows from new borrowings		**-**	1,805
Interest payable		**(703)**	(725)
Cash used in financing activities		**(1,406)**	(1,619)
Increase in cash and cash equivalents in the year		**1,089**	493
Cash and cash equivalents at the beginning of the year		**9,225**	8,731
Total Cash and cash equivalents at the end of the year		**10,314**	9,225
Cash and cash equivalents			
Cash and bank and in hand		**10,314**	9,225
Cash and cash equivalents		**10,314**	9,225

Note: All cash and cash equivalents are held in instant access deposit accounts.

Notes to the Financial Statements for the year ended 31 March 2025

1. Accounting policies

WCS Care Group Limited is a company limited by guarantee, registered in England and Wales with registration number 02713150, and a registered charity, number 1012788. The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011 and the Companies Act 2006.

Basis of Preparation and Going Concern

The financial statements have been prepared on a going concern basis.

Given the strength of the balance sheet and availability of cash, the members of the Board believe that, while uncertainty exists, this does not pose a material uncertainty that would cast doubt on the group's ability to continue as a going concern. The Board, therefore, consider it appropriate for the accounts to be prepared on a going concern basis.

Basis of consolidation

The consolidated statement of financial activities, income and expenditure account, cash flow statement and balance sheet include the financial statements of the charity and its subsidiary undertaking made up to 31 March 2025 on a line-by-line basis. Intra-group sales and surpluses are eliminated fully on consolidation. Uniform accounting policies are applied across the whole group.

The charity has also taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirements to present a charity only Statement of Cash Flows and certain disclosures about the charity's financial instruments within the consolidated financial statements. No separate Statement of Financial Activities ("SOFA") has been prepared for the charity alone as permitted by Section 408 of the Companies Act 2006.

Tangible fixed assets

Property and equipment is stated at cost less accumulated depreciation and impairment charges.

Freehold land and buildings

Freehold land and buildings are capitalised at cost. Freehold land is not depreciated. New freehold buildings are depreciated on a straight-line basis over their estimated useful economic life of 50 years commencing with the completion of the building or its acquisition. Capital expenditure incurred by the charity on refurbishing or improving older freehold properties acquired is capitalised. Depreciation on these properties is provided on a straight-line basis over the expected economic life of the improvements, commencing with the period in which the improvement or refurbishment project is concluded. An average economic life of 25 years is used as a basis.

Other tangible fixed assets
Items costing over £1,500 each are capitalised. The cost of fixed assets comprises their purchase cost, together with any incidental costs of acquisition.

Depreciation is calculated so as to write off the cost of tangible fixed assets less their estimated residual values, on a straight-line basis over the expected useful economic lives of the assets concerned. The principal annual rates used for this purpose are:

	%
Equipment, fixtures and fittings	20 – 33%
Motor vehicles	20%

Leases
Rentals paid under operating leases are charged to the income and expenditure account on a straight-line basis over the lease term. To note, the risks and rewards stay with the lessor.

Investments
Fixed asset investments include investment in subsidiaries which are stated at cost less any impairment.

Investment income
Interest income is accounted for on a receivable basis and is accrued up to the balance sheet date.

Income from provision of care services
Income, which excludes value added tax, represents revenue from residents and local authorities for care services. This revenue is recognised as the services are provided.

Legacies
Legacies are recognised when they are received or, if before receipt, there is sufficient evidence to provide the necessary certainty that the legacy will be received, and the value can be measured with sufficient reliability.

Expenditure
Expenditure in relation to charitable activities is included on an accrual's basis, inclusive of any value added tax which cannot be recovered.

Support costs
Support costs include all expenditure not directly attributable to the day-to-day operation of providing care services. Governance costs are included in support costs and include external audit, legal and all costs related to complying with statutory and constitutional requirements.

Bad debts
Specific provision is made for those debts which are not considered recoverable.

Government grants
Revenue grants are credited to the statement of financial activities. The grants are recognised in the income statement in line with meeting the criteria of those grants and the occurrence of qualifying expenditure.

Pension costs
The charity operates its own Stakeholder Pension Scheme and makes contributions based on length of service. The charity has also implemented an Auto Enrolment Scheme making contributions that follow the requirements of the relevant legislation. The cost of contributions is charged to the statement of financial activities as incurred.

Taxation
Taxation has not been provided on the net income for the year on the grounds that Part 11 of the Corporation Tax Act 2010 applies (tax exemption for charitable companies).

Funds structure

Unrestricted funds
Fund available to the charity to reinvest in the services it provides.

Restricted fund
During the year the charity received £209k of restricted funds for residents transferred from a residential care provider for deaf people called Deafinitely Independent charity to Woodside Care Village. The funds are to be used for activities and events for those residents. (Restricted funds are donations and grants that could only be used for specific purposes).

Judgements in applying accounting policies and key sources of estimation uncertainty
The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities and the disclosure of contingent liabilities at the date of the financial statements. If, in the future, such estimates and assumptions, which are based on management's best judgement at the date of the financial statements, deviate from the actual circumstances, the original estimates and judgements will be modified as appropriate in the year in which the circumstances change.

Impairment of debtors
The group makes an estimate of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including ageing profile of debtors and historical experience.

Useful economic lives of tangible assets
The annual depreciation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets.

2. Income

Provision of care services
The total income from charitable activities of £31,583k has arisen entirely within the United Kingdom and includes a total of £17,274k which was received from WCC under a contract for the provision of care services (2024 £15,341k).

	Unrestricted funds	Restricted funds	Total funds 2025	Total funds 2024
	£000	£000	£000	£000
Income from charitable activities	**31,583**	**-**	**31,583**	29,532
Other Income				
Charitable donations	**27**	**207**	**234**	27
Grant Income	**-**	**40**	**40**	53
Donations	**27**	**247**	**274**	80

3. Employee information

The members of the Management Committee, who are directors of the charity, receive no remuneration for their services to the charity but are reimbursed for incidental expenses associated with attendance at committee and other meetings. The total of expenses for travel and subsistence reimbursed in the year amounted to £663 (2024: £193).

The cost of indemnity insurance for the trustees was £4.4k (2024: £1.4k).

The cost of employing staff during the year was:

	Group		Company	
	2025	2024	**2025**	2024
	£000	£000	**£000**	£000
Staff costs				
Wages and salaries	**19,060**	17,601	**19,060**	17,601
Social security costs	**1,583**	1,339	**1,583**	1,339
Pension costs	**481**	433	**481**	433
Total staff costs	**21,124**	19,373	**21,124**	19,373

Staff costs include expenditure on agency staff of £157k (2024: £337k).
During the year, the charity made redundancy and termination payments amounting to £3k (2024: £34k) with respect of 1 (2024: 3) individual cases.

The average monthly number of persons employed within the charity by business activity was:

	2025	2024
	Number	Number
Residential care	**819**	816
Support Services	**39**	37
	858	853

The following number of employees received remuneration (excluding pension contributions) falling within the following ranges:

	2025	2024
	Number	Number
£60,001 – £70,000	**4**	0
£70,001 – £80,000	**2**	1
£80,001 – £90,000	**0**	2
£90,001 – £100,000	**2**	0
£100,001 - £110,000	**1**	2
£110,001 - £120,000	**1**	0

All of the above 10 (2025: 5) were members of a money purchase scheme for which the employer's contributions were £89k (2024: £69k).

The key management personnel of the group and the charity comprise of the Chief Executive, Finance Director, Director of Quality and Compliance and Director of Marketing and Communications. The total remuneration was £529k (2024: £500k).

4. Investment income

	Group		**Company**	
	2025	2024	**2025**	2024
	£000	£000	**£000**	£000
Interest receivable on short term deposits and other bank balances	**281**	254	**281**	254
	281	254	**281**	254

5. Interest payable

	Group		Company	
	2025	2024	**2025**	2024
	£000	£000	**£000**	£000
Interest payable on bank loans	**697**	730	**697**	730
	697	730	**697**	730

6. Charitable expenditure

Care operating expenses of £29,509k (2024: £27,342k) include the following support charges:

	Group		Company	
	2025	2024	**2025**	2024
	£000	£000	**£000**	£000
General office and finance staff	**1,900**	1,877	**1,900**	1,877
Premises	**198**	100	**198**	100
Training	**101**	84	**101**	84
Marketing	**58**	58	**58**	58
Information and communications technology	**531**	475	**531**	475
Banking and finance charges	**10**	73	**10**	73
Legal and professional	**194**	167	**194**	167
Governance costs	**64**	56	**59**	52
	3,056	2,890	**3,051**	2,886

7. Net income for the year

	Group		Company	
	2025	2024	**2025**	2024
	£000	£000	**£000**	£000
Depreciation charge for the year:				
Tangible owned fixed assets	**1,732**	1,701	**1,732**	1,701
Auditor's remuneration for:				
Audit	**38**	33	**34**	30
Operating lease rentals	**3**	3	**3**	3
Expenditure on furnishings and equipment in refurbished premises	**106**	49	**106**	49

8. Tangible assets

Group

	Freehold Land and Buildings £000	Fixtures Fittings and Equipment £000	Motor Vehicles £000	Total £000
Cost				
At 1 April 2024	42,650	7,273	101	50,024
Additions	1,306	1,069	-	2,375
Disposals	(8,231)	(1,900)	-	(10,131)
At 31 March 2025	**35,725**	**6,442**	**101**	**42,268**
Depreciation				
At 1 April 2024	15,932	4,534	39	20,505
Charge for the year	575	1,140	17	1,732
Eliminated in respect of disposals	(8,212)	(1,900)	-	(10,112)
At 31 March 2025	**8,295**	**3,774**	**56**	**12,125**
Net Book Value				
At 31 March 2025	**27,430**	**2,668**	**45**	**30,143**
At 1 April 2024	26,718	2,739	62	29,519

8. Tangible assets

Company

	Freehold Land and Buildings £000	Fixtures Fittings and Equipment £000	Motor Vehicles £000	Total £000
Cost				
At 1 April 2024	42,421	7,273	101	49,795
Additions	59	1,069	-	1,128
Disposals	(8,231)	(1,900)	-	(10,131)
At 31 March 2025	**34,249**	**6,442**	**101**	**40,792**
Depreciation				
At 1 April 2024	15,930	4,535	39	20,504
Charge for the year	575	1,140	17	1,732
Eliminated in respect of disposals	(8,212)	(1,900)	-	(10,112)
At 31 March 2025	**8,293**	**3,775**	**56**	**12,124**
Net Book Value				
At 31 March 2025	**25,956**	**2,667**	**45**	**28,668**
At 1 April 2024	26,491	2,738	62	29,291

The net book value at 31 March 2025 represents fixed assets used entirely for direct charitable purposes.

9. Fixed asset investments

WCS Care owns 100% of the share capital of the following group company:

Company	**Principal activity**
Common Lane Developments Limited Company number: 07582043 Incorporated in England in March 2011	Construction development services

The liability of WCS Care as a member of Common Lane Developments Limited is £799; 100% of the ordinary share capital. The Company made a profit for the year: £1k (2024: 15k). The subsidiary has net assets of £20k (2024: net assets of £19k).

10. Debtors

	Group		**Company**	
	2025	2024	**2025**	2024
	£000	£000	**£000**	£000
Amounts falling due within one year:				
Trade debtors	1,034	1,232	1,034	1,232
Amounts owing from subsidiary undertakings	**-**	-	1,293	271
Taxation recoverable	8	12	-	-
Prepayments and accrued income	381	391	381	391
	1,423	1,635	2,708	1,894

11. Creditors: amounts falling due within one year

	Group		**Company**	
	2025	2024	**2025**	2024
	£000	£000	**£000**	£000
Bank loans	**683**	705	**683**	705
Payments received on account	**168**	4	**168**	4
Trade creditors	**922**	741	**702**	723
Other taxation and social security	**350**	308	**350**	308
Other creditors	**15**	15	**10**	15
Accruals	**1,270**	1,385	**1,263**	1,382
	3,408	3,158	**3,176**	3,137

12. Creditors: amounts falling due after more than one year

	Group		Company	
	2025	2024	**2025**	2024
	£000	£000	**£000**	£000
Bank loans	12,509	13,190	12,509	13,190
	12,509	13,190	**12,509**	13,190

Bank loans are repayable as follows:

	Group		Company	
	2025	2024	**2025**	2024
	£000	£000	**£000**	£000
In one year or less	683	705	683	705
Between one and two years	704	683	704	683
Between two and 5 years	2,663	3,048	2,663	3,048
In 5 years or more	9,142	9,459	9,142	9,459
	13,192	13,895	**13,192**	13,895

The charity has four loan facilities, which are fully drawn, their remaining balances are: (1) £1.8m variable loan to 2049. (2) Fixed loan of £2.2m to 2030. (3) Fixed loan of £4.1m to 2028. (4) £5.1m variable loan to 2043.

On 13 May 2013 the charity entered into a debenture with The Royal Bank of Scotland plc to secure loan facilities by way of a fixed charge over all property, plant & machinery, goodwill, investments in subsidiaries and intellectual property. There is a floating charge over its undertaking and all its other property, assets and rights owned now or in the future which are not subject to an effective fixed charge under the debenture.

13. Employee benefit obligations

Defined contribution scheme

The charity participates in a Stakeholder Pension Scheme operated by Aviva which meets the government's Auto Enrolment requirements. This scheme was closed to new entrants in March 2015. Charity contributions range from 3% to 6% dependent on length of service and the level of contribution made by employees, which is flexible and governed by the Stakeholder Pension Scheme rules. On 1 April 2014 the charity implemented an Auto Enrolment Scheme making contributions that follow the requirements of the relevant legislation. At present, employee and employer contributions are 3%.

The total pension cost for the charity for the defined contribution schemes in the current year was £481k (2024: £433k).

14. Deferred grants

There are no deferred grants.

15. Restricted funds – Group and Charity

During the year the charity received £209k of restricted funds for residents transferred from a residential care provider for deaf people called Deafinitely Independent charity to Woodside Care Village. The funds are to be used for activities and events for those residents. (Restricted funds are donations and grants that could only be used for specific purposes).

Analysis of restricted funds movements

	Fund Balance brought forward	Incoming resources	Expenditure	Transfer between funds	Fund balance carried forward
	1 April 2024	**2024/25**	**2024/25**	**2024/25**	**31 March 2025**
	£000	**£000**	**£000**	**£000**	**£000**
Donations	2	247	40	-	209

16. Designated fund

There are no designated funds.

17. Other charitable fund

The other charitable funds of the charity are represented by the following balances and movements in the year related to operational surpluses.

	Group		Company	
	2025	2024	**2025**	2024
	£000	£000	**£000**	£000
At 1 April	24,029	22,237	24,062	22,263
Net income	1,725	1,747	1,729	1,754
Movement between funds	-	45	209	45
At 31 March	**25,754**	24,029	**26,000**	24,062

18. Reconciliation of changes in resources to net cash inflow from continuing operating activities

	2025	2024
	£000	£000
Net income for the period	**1,932**	1,794
Depreciation on tangible fixed assets	**1,732**	1,701
Interest receivable	**(281)**	(197)
Interest payable	**697**	726
Change in trade debtors	**198**	530
Change in prepayments and other debtors	**(5)**	(56)
Change in trade creditors	**181**	(2)
Change in accruals and other creditors	**116**	(538)
Net cash inflow from continuing operating activities	**4,570**	3,958

19. Analysis of changes in net debt

	1 April 2024	**Net Cash movement 2024/25**	**Financing charge 2024/25**	**31 March 2025**	1 April 2023	Cash movement 2023/24	Financing charge 2023/24	31 March 2024
	£000	**£000**	**£000**	**£000**	£000	£000	£000	£000
Cash at bank and in hand	**9,225**	**1,089**	-	**10,314**	8,731	494	-	9,225
Debt	**13,895**	**(1,400)**	**697**	**13,192**	14,803	(1,634)	726	13,895
	(4,670)	2,489	(697)	(2,878)	(6,072)	2,128	(726)	(4,670)

20. Capital commitments

The care cottage extension at Fairfield care home started during the year and is due to complete in November 2025, as at year-end, £1,337k of development expenditure was committed to the project.

21. Financial commitments

At 31 March 2025 the Group and Company had annual commitments under non-cancellable operating leases as follows:

	2025		2024	
	Land and Buildings	**Other**	Land and Buildings	Other
Group and company				
Expiring within one year	-	-	-	1
Expiring between two and five years inclusive	-	-	-	-
	-	-	-	1

22. Contingent liabilities

At 31 March 2025 the Group and Company had no contingent liabilities (2024: £nil).

23. Related party transactions

The organisation has one wholly owned subsidiary which was active during the year, Common Lane Developments Limited (CLDL), registered at Newlands, Whites Row, Kenilworth, CV8 1HW. The charity acquired the entire share capital of CLDL in May 2013 and the company is used to redevelop care homes for WCS Care Group limited. During the year CLDL had 4 work-in-progress developments. In year movement of inter-company balance of £1,022k. Amount owed by CLDL to WCS Care as at 31 March 2025 is £1,273k (2024: £271k). There are no other related party transactions.

24. Allocation of Net Assets between funds – Current Year

	Group			Company		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	**Total**
Tangible Fixed Assets	30,143	-	**30,143**	28,668	-	**28,668**
Net Current Assets / (Liabilities)	8,120	209	**8,329**	9,632	209	**9,841**
Long-Term Liabilities (> 1 yr)	(12,509)	-	**(12,509)**	(12,509)	-	**(12,509)**
	25,754	209	**25,963**	25,791	209	**26,000**

Allocation of Net Assets between funds – Prior Year

	Group			Company		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Tangible Fixed Assets	29,519	-	29,519	29,291	-	29,291
Net Current Assets / (Liabilities)	7,699	2	7,701	7,959	2	7,961
Long-Term Liabilities (> 1 yr)	(13,190)	-	(13,190)	(13,190)	-	(13,190)
	24,028	2	24,030	24,060	2	24,062

25. Post-Balance Sheet Event – Property Acquisition

On 1st May 2025, the charity purchased a freehold care home property for £3.75 million using its own funds. This investment was made to support the charity's strategy and care service delivery.

As the acquisition took place after the balance sheet date of 31st March 2025, it is classified as a non-adjusting post-balance sheet event under FRS 102. Accordingly, the property is not recognised in the financial statements for the year ended 31st March 2025 but is disclosed as a material event requiring disclosure.

The purchase has reduced the charity's cash reserves, and trustees have reviewed the charity's reserves policy and liquidity position to ensure financial sustainability. The charity continues to maintain sufficient working capital and reserves to meet its ongoing operational commitments.

WCS CARE GROUP LIMITED

England & Wales - Charity number 1012788

Accounts

Every day well lived

WCS Care Group Limited
Annual report and consolidated financial statements

For the year ended 31 March 2024



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Reference and administrative details of the charity, its trustees and advisors

Registered name:	WCS Care Group Limited
Also known as:	WCS Care
Registered company:	02713150
Registered charity:	1012788
Registered office	Newlands Head Office Whites Row Kenilworth CV8 1HW
Trustees:	A F Levett - Chair J A Matthews - Vice Chair A J Last S E Dobinson R L Merchant M R Andrews R L Warwick T M Banks (resigned 5th December 2023) N Weatherburn E J Basten A J Holt E E Ireson
Executive Team:	E J Russell – Chief Executive P C Parekh – Director of Finance and Company Secretary K Salt – Director of Quality and Compliance J Cheshire – Director of Communications and Marketing J Rose – (Co-opted) Head of People and Support Services
Independent Auditor:	Crowe U.K. LLP Statutory Auditor Black Country House Rounds Green Road Oldbury B69 2DG
Solicitors:	Anthony Collins LLP 134 Edmund Street Birmingham B3 2ES
Bankers:	The Royal Bank of Scotland Sheffield Branch 5 Church Street Sheffield S1 1HF

Welcome from the Chair of the Board

'Every day well lived' is our vision and the health, wellbeing of, and opportunities for, those who choose to live with us have remained central to Board discussions and decisions this past year.

This report covers the final full year of our current strategy and as we develop the replacement, to be in place by September 2024, we are considering the impact it has had on residents' lives. Strong strategic leadership has enabled the Executive Team to deliver our investment plan, care model, staff recognition programme and enhanced business systems and procedures with confidence.

None of the above would be possible without a skilled and passionate workforce. Our carers are strongly invested in making a difference to those who they look after. It is hugely heartening to see people of all ages realise their abilities to care, be compassionate and make a difference.

This report contains details of the progress made with the seven threads of our strategy. I will try and express progress in terms of outcomes for residents.

Those considering living with us are now helped to pick the right location and facilities. Our terms are transparent, there are no extras. They experience prompt admission processes and rapid care plan production. The environment in every home facilitates ease of movement and a resonance with a previous lifestyle. There are many more prompts to encourage discussion, reflection, and memories. We aim to generate a sense of locality and belonging. There are more opportunities for social interaction and stimulation both inside and outside our buildings. We strive to support individuals with dementia in their own reality with compassion to reduce stress. Technology has helped us reduce falls, improve hydration and accurately time medication. In some cases, the symptoms of dementia and anxiety have markedly reduced. We encourage a sense of joy, playfulness and belonging rather than dull acceptance of circumstance. Every resident is treated as a valuable individual who has contributed to society throughout their life.

The Board of Trustees perform no operational role, creating an environment in which goals are clear and innovation encouraged. Each Trustee brings a wealth of experience in their particular field. Regular visits to homes are made to scrutinise progress, inform decision making and encourage staff.

We remain confident our residential care offers a social and safe environment, combating the loneliness, worry, and isolation often reported by those at home. We are not complacent though; much more can and will be done.

Adrian Levett - Chair of the Board

And a word from our Chief Executive

We should be in no doubt that passion for, and investment in, our mission at WCS Care has never been greater. Looking forward, I believe our focus on quality care, serving our local communities in Warwickshire, working collaboratively, continually improving and meeting complex customer needs, and providing care homes that offer hope has positioned us strongly for the future. Our commitment to excellence is unwavering, and our ambition to set new standards in care is clear.

This past year has seen us achieve remarkable milestones. The success of our village care home model, exemplified by Woodside Care Village, stands as a testament to our innovative approach and dedication to creating environments where residents can thrive. Our efforts to integrate advanced technologies, such as circadian lighting and acoustic monitoring, have enhanced our residents' quality of life and positioned us as leaders in the sector, influencing care standards beyond Warwickshire.

We are proud of our team and grateful for their exceptional service and unwavering dedication. It is their hard work and compassion that underpin our achievements. From our frontline carers to our management team, everyone plays a vital role in making a significant difference in the lives of those we care for. Their commitment is evident in the high satisfaction ratings we receive from residents and their families, and in the accolades we continue to garner within the industry.

As we prepare to implement our new strategy later this year, our focus remains on elevating the standard of care and expanding our impact. We will continue to invest in our facilities, our people, and our community partnerships to ensure that we remain at the forefront of innovation and excellence in care.

Together, we are building a future where every resident can experience a life of dignity, joy, and fulfilment. Thank you for your continued support and trust in WCS Care.

Ed Russell – Chief Executive

Report of the Trustees including the strategic report

Introduction
The Trustees, who are also the directors of the company, present their report and the audited, consolidated financial statements for the year ended 31 March 2024.

Who we are: our story

WCS Care is a Warwickshire-based charity established in 1992. We operate 13 residential care homes, providing accommodation, 24-hour personal care, and support to nearly 600 older people and people of working age who may find it difficult to manage daily life at home, many of whom are socially funded through our long-established partnership with Warwickshire County Council.

Residential homes provide residents with a safe place where they are looked after according to their needs, such as help with washing, dressing, toileting, administering medication and mobility. The word 'resident' means that people can treat the setting as their home and live there with access to the services available on site.

Our ambition is that every day is well lived for our residents: every day we invite people to choose the things they want to do and try new opportunities.

Our care model outlines how we achieve a day well lived; this is developed around our values and the individual character of each of our 13 care homes.

Our values are that every day we *play*, *make someone's day*, *be there* and *choose our attitude*. The standard we walk past is the standard we accept.

Four essential building blocks to deliver a day well lived are:

Our principles
- Fair fees
- Home for life
- Always improving
- Sharing with sector
- Partnership

Enabling environments
- Small self-sufficient households
- Lifestyle options – living a life that is familiar
- Communal/active space in addition to living space
- Spending time outdoors
- Circadian lighting which promotes wellbeing
- Attractive and comfortable decor

High quality care
- People
- Behaviours
- Systems/policies
- Funding
- Technology

Financial sustainability
- Sustainable fee levels and occupancy
- Strong financial leadership and management
- Commercial and prosocial

Key behaviours to support and enable this are:
- Passionate leadership
- Strong communication
- Value driven
- Innovative
- Effective and robust governance
- Active risk management

Report of the Trustees including the strategic report (Continued)

Statement by the directors in performance of their statutory duties in accordance with s172 (1) Companies Act 2006

Stakeholder engagement

The Charities stakeholders are:

- Residents, including their families
- Staff members
- Other stakeholder relationships include: Integrated Care Boards through Warwickshire County Council, other local authorities and the NHS, Local Charities, Suppliers, and voluntary sector
- The Charity's trustees, who are regularly engaged throughout the year particularly through Board and Committee meetings, and regular visits to the care homes

Structure, management and governance

WCS Care Limited is an independent charity, formed in 1992. The charity is registered with 12 trustees (Board of Directors), during the year there were 11 active members.

The Board of Directors has a wide portfolio of expertise and experience in health care, human resources, finance, property, marketing, IT and other disciplines.

In accordance with the Charity's Articles of Association, members of the Management Committee retire every 3-year cycle, serving a maximum of 9 years. Those offering themselves for re-election are those who have served the longest since their election or re-election.

Rebecca Warwick, Nick Weatherburn and Elizabeth Basten will retire by rotation and will offer themselves for re-election at the next annual general meeting.

Charity governance code

WCS Care as a charity aims to follow charity sector best practices. The Charity Governance Code has been adopted into our governance framework in July 2022. The code sets out the principles and recommended practice for good governance. Our current governance framework meets the requirements of the code.

Trustee induction and training

Induction includes a Trustees Handbook; comprehensive sessions with each member of the Executive Leadership Team; and an in-depth tour of the organisation. Training is also carried out both with external agencies and via in-house training.

The Board provide support and leadership to the Executive Team on the direction and strategy of the Charity and in fulfilling its role has established the following system of management:

Management of organisation

The body responsible for the management of the charity is the Board of Directors / Trustees - (Management Committee). The Board has five scheduled meetings each year with other meetings arranged as necessary. Members are elected every three years and serve a maximum term of nine years, unless otherwise agreed. The maximum number of members that can be elected to the Board is 12. The Board elects the Chairman at the November Board Meeting.

Report of the Trustees including the strategic report (Continued)

The Board receives reports from four formally constituted committees which are reviewed annually:

- Quality and Practice, including the Safeguarding sub-group
- Finance, Risk and Audit
- Project Commissioning
- Governance

Each committee has specific terms of reference and functions delegated by the Board.

The Chief Executive and the Executive Team attend meetings of the Board. The Chief Executive attends the Committee meetings and is accompanied by members of the Executive Team as appropriate.

The Board has overall responsibility for ensuring the charity has an appropriate system of internal financial and managerial controls across the entire organisation.

The Executive Team meets monthly, the focus being on strategy, and financial and operational issues.

The Director of Finance is responsible for corporate governance as well as WCS's overall financial strategy including statutory accounts and business performance. The Director of Quality and Compliance is responsible for ensuring that WCS meets the quality and operational performance required by WCS's care management system, and responding to external reviews and regulatory inspections. The Director of Marketing and Communications is responsible for maintaining our brand and reputation, WCS's communication strategy and occupancy management. The Head of People and Support Services is responsible for delivery of WCS's human resources functions including the development of our culture.

The members of the Executive Team are supported by the three service managers in the management and development of the service. Service managers line manage a designated group of care homes and are responsible for the day-to-day operational management of the homes, with support from two support managers and our Quality Manager who is responsible for monitoring quality as part of our policy of continual improvement.

WCS is registered with the Care Quality Commission who monitor, inspect and regulate residential care services to make sure they meet fundamental standards of quality, and the charity complies with the Commission's Fundamental Standards.

Additional Trustee input and support

WCS Care is proud that our trustees' engagement goes far beyond attendance at committee and board meetings and extends into regular visits to the homes alongside members of the executive team to see the homes first hand – from refurbishments and the opportunity to speak to carers about what keeps them at WCS Care, and our residents about what everyday life is like for them, to judging our WCS in Bloom competitions.

As passionate advocates for the charity, trustees use their networks to raise the profile of the group, sharing news articles, our regular newsletter and social media posts with their connections.

Report of the Trustees including the strategic report (Continued)

Review of 2023/2024

2023/2024 is the last complete year of the charity's current five-year strategy, presenting the perfect opportunity to reflect not only on our achievements of the last 12 months, but also to review our progress against this outgoing strategy before our new strategy is adopted at the September 2024 Board meeting.

Objectives for the year

We have had an ambitious strategy which has focused on providing environments and staff that deliver quality of life for the people who choose to live with us. Our strategy was built around seven key threads:

1. Consistently articulating a model of who we are
2. Engaging with key partners and decision-makers
3. Differentiating our village and residential offerings
4. Continuing to offer a range of options for customers, including those who are socially funded
5. Refurbishing older buildings and planning new developments
6. Developing future design based on the village concept
7. Reviewing assets for reinvestment into our homes and people

Achievements and performance against the strategic threads

1. Consistently articulating a model of who we are

WCS Care is known across the sector for its use of innovation and technology. Over the course of this strategy we've gone from welcoming, over 1,000, visitors to our Innovation Hub at Castle Brook in Kenilworth to hear about our use of electronic care planning, acoustic monitoring, circadian lighting, and our future building design plans, to opening our visionary home, Woodside Care Village in Warwick, which brings all of these elements together in a care home like no other.

Visitors are now invited to see innovation in motion; the culmination of our vision to develop a village care home design using the principles of De Hogeweyk in The Netherlands. We continue to welcome care providers, academics, journalists, policymakers, commissioners and NHS colleagues to experience the village and hear our development story, challenging and inspiring others to think differently about how they deliver residential adult social care.

Back to the Future leadership conference

In September 2023 we held our second leadership conference, bringing together home managers, members of our frontline care teams, heads of department and trustees.

We know that 'culture eats strategy for breakfast', that without a strong culture, it doesn't matter what strategy we set as a poor culture will stop us from achieving our ambitions. Our team members have a wide circle of influence and can have a positive impact on the perception of WCS Care, care homes and the services we provide through consistent articulation of who we are and what we do.



Connecting team members and our internal key influencers to our strategy ensures that everyone is pulling in the same direction, understanding our current and future ambitions.

The highly successful event took a brief look back to see how our journey so far is influencing our future and driving our strategic development.

Key themes focused on: elevating the role of caregiving, building homes that offer hope, the importance of having the right culture to ensure we achieve our strategic ambitions, and connecting the individual purposes of our team members to their everyday work.

2. Engaging with key partners and decision-makers

Warwickshire County Council

We continue to have a successful working partnership with our local authority with excellent relationships at all levels from social workers and care home teams to commissioners and directors. Our contract with Warwickshire County Council, renewed for a further five years during the course of this strategy, for the provision of socially funded places ensures we can provide care at a price that makes our care homes accessible to as many people as possible.

Influencing the sector

WCS's influence reaches beyond Warwickshire. Having been the first UK adopter of the Canadian rostering app BookJane and outperforming those who were implementing the system in the developer's own country and the US, Chief Executive, Ed Russell, was invited to present at a conference in Atlanta to share our experience.

In May we presented to an international panel of care providers and academics on the topic of circadian lighting, with visitors from Canada subsequently visiting Woodside Care Village for themselves.

In December Ed was invited to present to senior leaders from the Department of Health and Social Care on the role of commissioning in enabling the development of innovative approaches within the care sector and to consider opportunities at a national level to foster new models of care. Attendees included the department's Deputy Director, and the Head of Adult Social Care at the Department for Levelling Up, Housing and Communities.

And in March 2024 we welcomed the Medical Director for Transformation at NHS England, the Programme Director for Digitising Social Care (DiSC) in the NHS England Transformation Directorate and the Deputy Director for Social Care Technology Policy in DHSC to Woodside Care Village in Warwick. This visit highlighted the design principles of the home and our use of technology as well as raising opportunities for more joint working between health and social care.

Regulatory requirements

WCS Care Group recognises the importance of regulatory oversight, and we are committed to operating our business responsibly and in compliance with all regulations, legislation and approved codes of practice.

Report of the Trustees including the strategic report (Continued)

It is our objective to operate with, and to maintain good relations with all regulatory bodies, and to carry out all measures reasonably practicable in order to continually improve our performance.

We have not experienced any Care Quality Commission (CQC) inspections under the new regime. The CQC continued to delay the introduction of its new regulatory framework which was originally due to be implemented in early 2023. Inspections under the new framework began towards the end of 2023 and we are ready to welcome the CQC and share our services and experience with them.

WCS Care Group: Fundamental Standards inspected by CQC -05.06.23

Key:
- Outstanding
- Good
- Requires improvement
- Inadequate

		Safe	Caring	Effective	Responsive	Well-led	Overall rating
Attleborough	22/02/2023						REQUIRES IMPROVEMENT
Dewar	21/05/2019						OUTSTANDING
Drayton	19/05/2022						REQUIRES IMPROVEMENT
Drovers House	23/12/2019						GOOD
Castle Brook	18/12/2019						GOOD
Fairfield	26/09/2018						GOOD
Four Ways	22/06/2021						GOOD
Limes	09/08/2018						GOOD
Mill Green	04/06/2019						GOOD
Newlands	11/06/2019						GOOD
Sycamores	24/05/2023	Inspection Report Awaited					
Westlands	04/01/2023						REQUIRES IMPROVEMENT
WCV	24/10/2022						GOOD

What our customers told us

We're delighted our customers continue to rate us highly and as a learning organisation we're committed to continual improvement.

We thank our customers for taking the time to provide valuable feedback to us about their experience of our care homes, giving us an overall rating of 9.6 on carehome.co.uk, with individual homes rated between 9.2 and 9.9.

carehome.co.uk

Customers have given WCS a rating of 9.6 out of 10

9.6

Report of the Trustees including the strategic report (Continued)



This year we asked our customers three simple questions in our resident and relative survey: what should we start doing, stop doing and keep doing? The feedback we received in response was detailed, specific and informative and we thank our customers for providing open and rich responses to these questions. We also asked them whether they'd recommend their home as a good place to live. 9.1 out of 10 customers said they were satisified with, likely, or very likely to recommend their home as a good place to live.

Making memories and music with support from a local charity

In February 2023 we welcomed Trustees from The Charity of Thomas Oken and Nicholas Eyffler to Woodside Care Village in Warwick to see the home and hear about the impact of the acoustic monitoring and circadian lighting which they provided grants for when the home was being built.

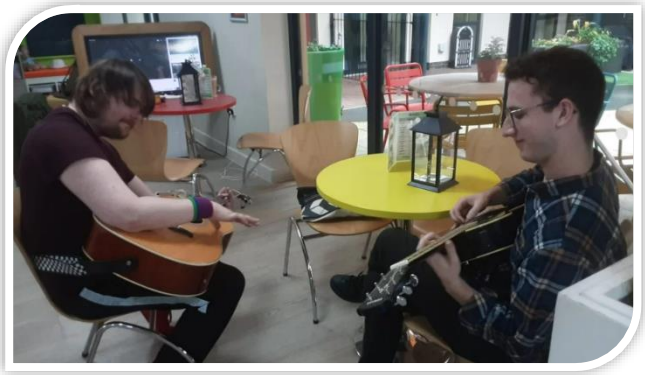
Following this visit, and to continue their support of the residents who live at the home, the charity kindly donated funds for a Memory Maker minibus which was delivered in November 2023, with residents immediately benefiting from more frequent trips to local shops, attractions and places of interest.



Clive Mason, Chair of The Charity of Thomas Oken and Nicholas Eyffler, hands over the minibus keys to General Manager Samantha Stuart and WCS Chief Executive, Ed Russell

The minibus is called the Memory Maker because getting out and about helps people to stay connected to their community, making new memories for them as well as their family members who can go with them on trips to local Warwickshire attractions, cafes, shops and places of interest.

Alongside the minibus, the Trustees of Thomas Oken were also interested to learn more about our work to bring music into our homes as often as possible.



Community Musician David, right, playing guitar with a resident

Music is about building relationships, engaging people and seeing them engage with others. It connects and reaches people emotionally, and for family, friends and carers, it provides a way to bond even when speech fails. For people living with dementia, when understanding language and verbal communication becomes harder, music can unlock the brain and people who can no longer speak or follow a conversation can often still sing and even recall lyrics.

Report of the Trustees including the strategic report (Continued)

A grant from the Trustees of Thomas Oken is now funding additional, dedicated, musician hours at Woodside Care Village for three years, with funds also being donated to purchase a range of percussion instruments for use by residents in group activities.

3. Differentiating our village and residential offerings

WCS Care is one brand, but within that we've developed two services; our new build, '*village*', homes and our purpose-built 1960s '*residential*' care homes. Through the development of our village concept which has progressed with each new build, we've successfully created the fundamental design principles of future WCS homes. Whilst this design will underpin all new builds, we can't deliver new builds at each of our locations straight away, and yet we must provide the people who are living with us today with the best experience we can. We have therefore taken key design and concept principles from our villages and implemented these where possible across the rest of the group, lifting the quality of our accommodation, but maintaining a differential between the two services.

Having these different offerings means we have something to offer to, and appeal to, a broader customer base meeting people's care needs and financial situation. Customers who connect with the charity and want to live with us are therefore more able to find the right home for them within the group rather than going elsewhere.

Following a learning visit to the US where we experienced a similar approach we introduced our first Trusted Advisor in 2020 to oversee enquiries at the village homes, offering a smooth and supported customer journey from first enquiry to admission. This year, we introduced a second Trusted Advisor. This pivotal role takes a longer-term point of view to enquires, creating relationships with customers that go beyond the transactional process so that customers can be confident they're making the right decision for themselves or their loved ones when choosing a care home. This additional role has immediately proven itself, with bed occupancy improving by approximately 25 beds.

4. Continuing to offer a range of options for customers, including those who are socially funded

We're proud that approximately 450 socially funded care home residents benefit from WCS's charitable support every year leading to a significant annual charitable contribution via our main social care contract with Warwickshire County Council. And we're also proud that visitors cannot identify socially funded customers by the home or room they live in.

Linking to our village and residential home services as described above, WCS Care is able to offer customers a range of facilities, which are priced accordingly, making access to quality care more affordable to a wider range of people. For those who do not need, or want an ensuite, they can choose a room without this. Or they can choose to pay a bit more for a room with an ensuite toilet, or, where available, an ensuite wetroom.

As we continue our refurbishment programme across the group, we're investing in additional wetrooms where conversions are possible, providing customers with more choice within a setting so people can choose their room based on facilities and/or price.

Report of the Trustees including the strategic report (Continued)

5. Refurbishing older buildings and planning new developments

Throughout the year, we've continued our strategic work to refurbish our older homes, bringing the lifestyle themes that were first introduced at Woodside Care Village to our older homes and remaining village homes.



Refurbished lounge in the country lifestyle at Dewar Close

Our three lifestyles, country, town and classical, developed after our visits to De Hogeweyk in The Netherlands, link to people's past lives and interests. We know that if people, particularly those living with dementia, live in an environment that feels familiar it can reduce anxiety and associated behaviours, and we've seen the impact of these changes with residents who were previously unsettled feeling more relaxed in their redecorated spaces.
Making the most of the spaces inbetween, we've brought the corridors to life with conversation pieces that focus on local industry as well as hobbies and pastimes.



A relative describes the difference the corridor decoration has made to her family

https://youtu.be/zTTQXwkwJjw

But we've not just limited ourselves to the décor, and have also opened up lounge spaces by removing walls, making them more inviting and accessible, and have replaced high windows that residents couldn't see out of with floor-to-ceiling windows giving residents views over, and connection to, their local community.

At Dewar Close work started in early 2024 on their new entrance, reception and café which will create a bright, public destination in the home for residents and family members away from the more private lounges.

Elsewhere we've finalised plans for a new café at Drayton Court, and the refurbishment of the Limes which will include a new café and hair salon. These important communal spaces will provide the opportunity for different social interactions and community engagement.



Refurbished wetroom at Dewar Close

Sluice and communal shower and bathroom improvements have continued with all sluice upgrades completed, and three shower rooms converted into welcoming wetrooms.

Alongside this work, we've started a project to cover up the unattractive Georgian safety glass in our older buildings, completing window dressings at Attleborough Grange, Sycamores and Dewar Close.

Report of the Trustees including the strategic report (Continued)

Feedback from residents, relatives and staff has been incredibly positive about the refurbishments and enhancements that we've made across the homes.

6. Developing future design based on the village concept

At the beginning of this five-year strategy we opened Woodside Care Village, the culmination of our vision to deliver a community-based care home design. Our design has delivered everything we had hoped for with residents living a life that feels familiar, visiting the shop, café and cinema, spending time outdoors, and getting involved in the daily tasks that we all take for granted every day. And it also proved to have unintended benefits throughout the pandemic with the small households being able to independently bubble.

Building on this success we're committed to bringing the village way of life to more care home residents. However, we can also use the small household principle to extend some of our current properties, enhancing the choice of residents at these homes.

As such, we have now selected our contractor for the new care cottage development at Fairfield in Bedworth. Work is expected to start on site in August 2024, with customers moving in in Spring 2025. The cottage will feature 10 ensuite bedrooms with their own kitchen, dining and living area.

The cottage and the main home will benefit from acoustic night-time monitoring, circadian lighting, and a new café and launderette. We're also going to put a clear canopy on the home's inner courtyard, transforming the space into a Mediterranean style indoor/outdoor plaza with café seating, fountain and outdoor chessboard.

Human centric lighting

Circadian lighting will be fitted as standard into all of our new developments, however getting it into our 1960s properties is not as easy. Over the last year we've moved forwards with our work to find a solution that will enable us to bring the health and wellbeing benefits of this lighting to residents across the group. Because circadian lighting is more commonplace in offices and schools, the light fittings that are currently available are not suitable for a domestic setting like a care home. Developing a fitting with this domestic feel which delivers the right lux levels to achieve circadian entrainment has been a key objective to the success of this project.

In January 2024 we retrofitted one room at the Sycamores in Leamington Spa with a new, purpose-made light fitting which meets our requirements for both its aesthetic and lighting output. Powered by a kinetic light switch, which requires no wiring, the fitting takes less than an hour to retrofit using existing wiring which removes any disruption to residents. Once installed the lights need no ongoing maintenance or software updates having been programmed to follow a predetermined day/night cycle. This new fitting is working effectively and we aim to complete a whole home retrofit in the coming year.



https://youtu.be/ZX2xpsSGrqE

Circadian lighting imitates nature's cycles of light and dark, as well as the changes in colour we experience from dawn to dusk. 80% of residents living in a WCS Care home for older people live with dementia. 1 in 5 people with Alzheimer's disease experience sundowning syndrome, sometimes

called late-day confusion, but it can also happen generally to older people. 1 in 15 people in the UK suffer from Seasonal Affective Disorder (known as SAD syndrome) which, because we live in the northern hemisphere, tends to impact people more between September and April.

The conditions above, as well as a lack of sleep, can lead to depression, over-eating, poor concentration, memory problems, a lack of energy, confusion, loss of day orientation and changes in mood.

Exposure to natural light for as little as 10 to 15 minutes a day, can help to reduce or stop these symptoms.

During the day, circadian rhythm lighting replaces the sun indoors, and at night stops you being exposed to inappropriate blue/white light which can delay or disturb sleep patterns.



We installed circadian lighting into our latest home, Woodside Care Village in Warwick, and having seen the positive impacts it has for residents in this home and at Drovers House in Rugby where it's installed in communal areas and on one household, we're keen to bring its health and wellbeing benefits to residents across the group.

Oxford University circadian lighting PhD

We know circadian lighting has significant health and wellbeing impacts for residents, but published findings and research are limited, meaning this standard of lighting isn't widely adopted in the sector.

Our PhD study with Oxford University has now received ethics approval and we are progressing plans for initial observational benchmarking work to be completed by our PhD student to enable pre and post install comparative analysis.

This three-year study will compare traditional care home lighting and circadian lighting to assess the health and wellbeing impacts for residents.

7. Reviewing assets for reinvestment into our homes and people

Our strong operation quality and governance, have enabled us to invest in the largest refurbishment of the homes for over 25 years, continuing our commitment to the communities these homes are placed in. But we know we're only as good as our last act of care and investing in our people underpins the quality of our care and the experience of our customers.

Report of the Trustees including the strategic report (Continued)

Elevating the role of caregiving



Lyn was recognised for her 47 years of service

Building on the successful introduction of the mobile rota app, BookJane, which gives carers a lot more control over how often they work and how much they earn, and our new Mobile Carer role, which have between them reduced agency use to 1.8% across the group, we've continued our campaign to elevate the role of caregiving, celebrating the long service of team members across the organisation.

At the end of 2023 we recognised 112 staff, presenting them with long service certificates. Between these staff we celebrated over 1,000 years of service to WCS Care with the longest serving team member receiving a special gold badge for her 47 years of service.

Staff pay and development

WCS continues to pay staff above the National Living Wage and invest in the development of our team members. Our in-house Management College supported eight people to complete their Level 5 Diploma in Leadership and Management for Adult Social Care, and three to complete their Level 3 Diploma in Management during the year.

Following the success of our management college approach, we established a sister Care College in December 2023, to be able to further support team members at any level within the organisation to complete their Level 2 and 3 apprenticeship qualifications in Adult Care and Lead Adult Care. To deliver this initiative, we recruited four, internal, Care College Assessors, who are now supporting up to eight staff each with their qualifications.

Staff wellbeing - The Potting Shed

The Potting Shed
Where the seeds of kindness grow

Introduced in 2020, The Potting Shed is run by a team of staff volunteers who give their time to arrange events for staff and support them with their health and wellbeing.

This year the team have focused on providing one-to-one support for team members who need a listening ear, enhancing their skills to support and signpost team members to additional resources through Mental Health First Aid training. Linked to this is access to our employee assistance programme, provided by Health Assured, for free, confidential advice and support.

Environmental considerations

This year we've focused on understanding our pathway to achieving the UK's commitment to deliver Net Zero by 2050. As a charity we will aim to limit, and where possible stop, unnecessary harm to the environment, being, environmentally, the best we can be. We will embody sustainability in the same way that we embody our other values.

By targeting net zero now, reducing emissions, transitioning to renewable energy sources, and investing in nature-based solutions, WCS will align with our customer needs and expectations, positioning ourselves to benefit from the long-term effects of social and environmental issues.

Report of the Trustees including the strategic report (Continued)

We'll:

- attract and retain talent
- grow profits
- future-proof the business
- increase cost savings
- gain competitive advantage

ISO 14001
Certificate No. EM2001180

As part of our preparation this year, we've added ISO 14001 to our suite of accreditations which already includes ISO 45001, demonstrating our compliance with health and safety at work, and ISO 9001 for our quality management system which demonstrates our ability to meet customer and regulatory requirements.

14001 is an internationally agreed standard that sets out the requirements for an environmental management system. It helps us to improve our environmental performance through more efficient use of resources and reduction of waste.

We are proud of our internationally recognised accreditations which are important because they recognise our good governance and give external bodies such as regulators and commissioners assurance via a third party.

And in December 2023, WCS's Environmental Group, a sub-group of Trustees and members of the Executive Team, presented a proposal to the Board for the development of WCS's Environmental Strategy, including wider Environmental, Social and Governance (ESG) issues.

The charity's aim is to align environmental objectives and targets with our strategic business objectives to enhance overall outcomes. As a first step to achieving this ambition, the charity has commissioned consultants to support with the benchmarking of the WCS's current environmental impact, which will help to then set and establish a pathway to the delivery of our overall environmental objectives.



But as always we're moving forward at pace and taking action where we can. In March 2024, Woodside Care Village became the first home in the group to have solar panels installed. We estimate the panels will generate 45-50% of the home's overall electricity needs, with a payback period of just 6 years.

Financial review

Taxation status
As a charity, WCS Care Group Limited is exempt from corporation tax on its charitable activities.

Insurance of directors and trustees
The charity maintains insurance for the directors and trustees of WCS Care Group Limited in respect of their duties for the organisation.

Reserves policy and going concern
It is the policy of the charity to target free reserves at a level which will support the operations of the business in the event that some of the homes encounter trading difficulties during the year. The Board has agreed to set aside £4m for this eventuality. Reserves are also held to provide funds for the future development of its property portfolio, continual improvement of services and growth within the charity. The reserves policy is reviewed on an annual basis.

At the year end, free reserves available to the Charity are represented by unrestricted reserves of £24.0m, less fixed assets of £29.5m, plus debt used to finance assets of £13.9m, which equals £8.4m (2023: £8.0m). The free reserves over £4m are planned to be invested in maintenance of existing care homes and the development of new care services over the coming years, as explained throughout in the report.

The directors have considered it appropriate to adopt the going concern basis of accounting in preparing the financial statements. The trustees are of the view that adequate resources are available to the organisation to continue to operate as a going concern over the foreseeable future from the date of approval of the financial statements.

The Charity has revisited its going concern assessment during 2023-24. It has reviewed the re-worked cash flows up to March 2030 including scenario planning for another Care Village in 2026/27 with a lower occupancy fill up in admissions. The results show that there is some adverse impact, however this has no material impact on the financial viability of the charity in the foreseeable future.

Post Covid-19, we have seen the care home investment sentiment remaining strong and without an alternative safe and viable option for the care of older people, residential care sector will continue to play a vital role. The Charity has shown to be resilient and able to operate and provide good levels of care in very challenging of circumstances.

Statement of disclosure of information to auditor
The directors at the time when the Report of the Trustees was approved confirm that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- each director has taken steps that ought to have been taken as a director in order to be aware of any information needed by the charity's auditor in connection with preparing their report and to establish that the charity's auditor is aware of that information.

Report of the Trustees including the strategic report (Continued)

Strengthening the financial position
The charity has made surpluses in the year, building on the reserves generated in previous years and will be investing these reserves back into upgrading and expanding care services across the charity's homes in Warwickshire.

Financial results
The Charity generated an overall surplus of £1.8m (2023: £0.9m) in the financial year ended 31 March 2024. This year's financial performance has had a positive impact on the Charity's balance sheet, shows net assets of £24.0m (2023 - £22.2m). More information on the application of reserves is provided on page 17. Whilst substantial net assets are not the prime business objective, a strong balance sheet is important in providing the resources to support the Charity's development. The Charity remains in a position to be able to pay its debts as and when they fall due, and it continues to provide quality care to its service users.

The Parent Charity, WCS Care, saw overall income increase by 13%, mainly due to the annual inflationary increase, better average fees and overall higher occupancy across all the homes.

Care operating expenditure continues to absorb relatively high property maintenance costs and additional depreciation from the three village homes and refurbishments at the older homes. The Executive Team is charged with maintaining a tight control over operating and administrative expenditure whilst still recognising the need to undertake major maintenance works at some homes so that the high level of service to our service users is maintained.

Care payroll costs increased by 9.7% in April 2023 due to the National Minimum Wage legislation. With the introduction of the in-house mobile workforce, this has led to a reduction in the use of external agency staff across all homes, generating a net saving of £400k compared to the previous year.

There were no additional Government grants for infection control received during the year (2023: £0 - nil).

The cost of all refurbishment and capital works has been depreciated since the completion of each individual scheme. The Charity has undertaken a programme of refurbishment works at all its older Homes. Depreciation costs have increased this year to £1,701k (2023 - £1,463k) due to the newer village homes and refurbishment works. Further information on depreciation costs can be found in note 8 to the Financial Statements.

The expenditure on property refurbishment and maintenance continues to be a priority for the charity spending £2,029,000 (2023 - £1,250,000). Smaller items of furnishings and equipment purchased by the Homes which, in accordance with the Charity's accounting policies has not been capitalised, was £49,000 (2023 - £81,000). This expenditure reflects the Charity's continuing commitment to maintain a high level of décor and furniture within the Homes for the benefit of our service users.

Cost increases were experienced in care and management staff, through the deployment of additional resources in care, pension contributions and Head Office support services, social activities for residents, residential expenses and professional services.

Report of the Trustees including the strategic report (Continued)

Although the charity operates on a 'not-for-profit' basis, the financial future of the business can only be secured through the delivery of an efficient and effective service that provides operating surpluses to finance even higher standards and future developments. The Charity is required to generate sufficient surpluses in order to repay debt financing, raise finances from the bank to invest in existing and new homes.

Despite the continuing underlying financial success of the charity a number of significant financial pressures remain and these include:

i) Staffing costs
Over many years now the real cost of employing direct care staff in our residential homes has been increasing by significantly more than the rate of inflation. The increase in cost has resulted from meeting the needs of ever frailer residents, specific requirements to meet Dementia Care standards, enhancing service quality in areas such as social activities and laundry. Changes in legislation due to increases in the National Living Wage (9.7% from April 2023) and the continuing professionalisation of the workforce together with the cost of living pressures continues to maintain the upwards pressure on staffing costs. The annual direct care staffing expenditure increased year-on-year by £843,000 (2023: £1,323,000). The introduction of the internal mobile workforce mitigated against external agency costs.

It has been essential for pay awards to be kept in line with the care sector, other than to recognise the increase in the National Minimum Wage (NMW) each year. To ensure that the charity retained and recruited staff in a competitive employment market an additional 30 pence per hour has been maintained for all care staff above the NMW.
The Charity sees care sector inflationary pressures continuing in 2024-25 and therefore pressure on the organisation to generate the income is essential to meet its major costs.

ii) Property maintenance costs, ICT and environment expenditure
The charity's previous refurbishment programme did not address all property aspects and certain equipment. A programme of replacement and refurbishment has been established and the charity will work through the remainder of this over the next few years. Further resources have also been earmarked to roll out enhanced technology supporting electronic care planning and acoustic night-time monitoring within the homes. There is also an ongoing programme to purchase new furniture, flooring and curtains as well as redecoration of the bedrooms.

iii) Other costs
Personal protective equipment items, such as gloves, masks, aprons are no-longer provided by the Government and the Charity spent £89,000 of its own funds this year. (2023: £77,000, provided by the government).

The impact of the Ukraine war on utility costs has been widely felt domestically and in the commercial sector. Resulting in higher direct energy costs and feeding into higher input costs across most industries, leading to higher prices. Expenditure on gas and electricity more than doubled from two years ago and have remain at that level during this financial year at £1,180,000 (2023: £985,000). Other costs including food, property maintenance, waste disposal, insurance increased between 8% and 25%.

Brexit uncertainties have added further cost pressures in the areas of food supplies and energy costs, depending on the relative strength of sterling and potential additional tariffs being applied in any future settlement. Although WCS Care does not employ many staff from mainland Europe (less than 5%), the indirect effects of staffing movement at the minimum wage level could see staff shortages in the care sector as a whole.

In seeking to meet the increasing operational costs faced by the charity, the business strategy is geared towards improving income streams whilst being as efficient as possible in the deployment and management of staff and in contracting for services.

Places within our homes are purchased either by people with independent means or those supported through public expenditure to meet the specific care needs of very frail older people and adults with disabilities. The charity remains committed to ensuring that places are available for public benefit throughout Warwickshire.

WCC support prices rose in line with CPI inflation in 2023/24, however, this did not entirely cover the price rises resulting from general and energy inflation.

The need to balance rising care standards and costs with income generation has driven the Charity's business strategy since inception. However, to secure the charity's future position as the leading independent care provider in Warwickshire, directors are committed to the generation of higher operating surpluses with the aim being to continue to strengthen the charity's Balance Sheet and to invest in front line care services and new residential care homes.

On the basis that WCC support fee rates in line with the cost of care expectations and National Living Wage increases, directors remain confident the charity will be able to maintain block contract places and develop its core services, as envisaged in the Business Plan.

Plans for future periods

The strategy adopted focuses on ensuring the Charity has the capacity and capability to develop and deliver future-proofed care services. This strategy is predicated on a programme of ensuring sustainability of all its care homes across the county.

The key element of the strategy is to develop WCS's older people's services over a 5–10-year period based on a mix of sustainability of existing homes and expansion, redevelopment and new build extensions.

Development programme

The charity has developed three new residential care homes. The first home was opened in 2013 in Rugby, providing specialist dementia care for 75 people and the second opened in 2016 in Kenilworth, housing 84 residents and the latest development in Warwick opened in November 2019 with 72 beds. All three care homes were developed with a mix of internally generated funds and bank lending. The current focus is on developing extensions to existing homes as well as a new care village in the future.

Report of the Trustees including the strategic report (Continued)

Principal risks and uncertainties

General risk management

On a continuous basis, specific risks are identified and rated high, medium or low in a matrix format. Controls are then designed to minimise or mitigate the risk through quality measures, indicating action required and by whom. The Business Risk Assessment forms an integral part of our board meetings.

The directors have examined the principal areas of the charity's operations and considered the major risks faced in each of these areas. The Executive Team reviews key organisational risks on a bi-monthly basis and these are assessed for their likelihood and potential impact on the charity. Action is taken to mitigate any significant risks and the outcome is reported to the board. In the opinion of the directors, the charity has established resources and review systems which, under normal conditions, should allow these risks to be mitigated to an acceptable level in its day-to-day operations.

Care service failures, ability to recruit and retain staff, WCC block contract fees not keeping pace with inflation, price rise due to higher energy costs and general inflation, the threat from competitors and higher wage costs due to statutory National Living Wage increases are the most significant risks faced by the charity.

For all of the risks above, the Charity has strong mitigations and monitoring systems in place and is confident in being able to contain them.

The charity's operations expose it to a variety of financial risks that include credit risk, liquidity risk and interest rate risk. The charity has in place a risk management programme that seeks to limit any adverse effects on the financial performance of the charity by fixing majority of its' loans to avoid interest rate fluctuations.

The charity does not use derivative financial instruments to manage interest rate risks and as such, no hedge accounting is applied.

Given the size of the charity, the directors have not delegated the responsibility of monitoring financial risk management to a sub group of the board. The policies set by the board of directors are implemented by the charity's finance department.

Report of the Trustees including the strategic report (Continued)

Energy and emissions report

The following table summarises WCS Care's reporting requirements under the Government's Streamlined Energy and Carbon Reporting (SECR).

	2024	2023
UK energy use (1) kWh	**7,737,915**	**7,324,798**
Associated Greenhouse gas emissions (2) Tonnes CO2 equivalent	**1,465.42**	**1,386**
Intensity ratio (3) Tonnes CO2 equivalent emissions per FTE	**2.25**	**2.61**

(1) UK energy use (Kwh) is relation to Gas, Electricity and car fuel used by the company.
(2) The associated Greenhouse gas emissions tonnes CO2 equivalent has been calculated using the Government's conversion factors for reporting and HM Environmental reporting guidelines.
(3) The chosen intensity measurement ratio is total gross emissions in metric tonnes CO2e per full time employee (FTE).

Energy efficiency measures
WCS Care have commissioned the latest ESOS audit in 2023, however the works are still on-going for the findings to be reported. Our ESOS (Energy Savings Opportunities Scheme) energy audit was undertaken in 2019 in accordance with the principles of the ISO 50002 and the British Standards Institution energy audits requirements. The Summary findings recommended to replace high energy lighting with LED equivalent. WCS has replaced florescent lights in two additional Home's receptions and corridors and where existing florescent lights fail these are upgraded to LED as a matter of course.

In 2024-25, we are taking forward in relation to our Asset Management Strategy, mechanisms to monitor and improve our energy consumption and carbon footprint where it is feasible to do so. In March 2024, the charity installed solar panels at Woodside Care Village, where it is generating 40% of its electricity consumption.

Related parties
The organisation has one wholly owned subsidiary, which was active during the year: Common Lane Developments Limited (CLDL). During the year, CLDL has been progressing a project at Fairfield Care home to develop a 10 bed care cottage and agreeing planning for a new care village in Nuneaton at Attleborough Grange.

Significant contracts
The charity has a care contract with Warwickshire County Council (WCC) which has been extended for a further 5 years from 2021. The contract involves delivering residential care services to older people and people with disabilities and provides the charity with around half of its income with the remainder generated from placements to private individuals or other public authorities.

Report of the Trustees including the strategic report (Continued)

Key performance indicators
Each home within the residential care operation prepares a monthly Management Report which includes key performance indicators to ensure each part of the business is compliant with the following standards which are internally audited. The KPI standards include overall care quality; safety; effectiveness of operations; responsiveness; and the homes being well led.

Public benefit
The charity trustees have complied with the requirement contained in section 17 of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charity Commission in exercising their duties.

Service users who are not able to fund their place entirely from their own resources are normally subsidised by their local authority, predominately Warwickshire County Council, following an assessment of care needs. In this way, the charity is able to ensure that individuals across the whole community are able to benefit from the high-quality services WCS offers.

Fees charged to service users are commensurate with maintaining the financial viability of the organisation.

Statement of Directors' responsibilities
The directors are responsible for preparing the report of the trustees incorporating the strategic report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charity and of the incoming resources and application of resources, including the income and expenditure, of the group and charity for the year. In preparing those financial statements the directors are required to:

- select suitable accounting policies and then apply them consistently
- make judgments and accounting estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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 requirements of 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.

Independent auditor
A resolution to reappoint CROWE U.K. LLP as auditor to the charity will be proposed at the annual general meeting.

Report of the Trustees including the strategic report (Continued)

People management
An extensive programme of training on organisational values and aspirations continued to be delivered to staff across the organisation to ensure values are shared and cascaded into all areas of care and practice. The charity promotes strong culture, leadership and innovation at all levels of WCS Care and individual homes.

Staff turnover decreased to 17.5% during the year (2023 - 24%) exceeding our internal target of 20%. A combination of factors has contributed to the reduction in turnover which include rolling out of electronic rota management system which provides greater flexibility in choosing shifts, investment in pay during the year and enhanced staff well-being programmes.

WCS has in place Conditions of Service which comply with legislation, are flexible, support the organisation's values and objectives, and which promote employee satisfaction. They include:

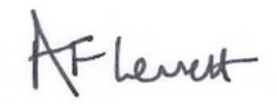
- full and fair consideration of applications for employment made by disabled persons, having regard to their particular aptitudes and abilities
- continuing the employment of, and arranging training for, employees who have become disabled persons while employed
- the training, career development and promotion of disabled persons

Staff salaries (including KMP) are benchmarked against similar organisations, recruitment guidance and 3rd parties' advice is also taken to ensure that they are reasonable and in line with the sector.

Our care homes experienced a sickness rate of 6.4% among our staff (2023: 6.6%), internal target for sickness is 5.5%. The fall can be attributed to a number of initiatives to improve the health and wellbeing of our staff. These include offering free flu vaccinations, promoting a healthy work-life balance, and providing support for mental health. Despite the sickness rate, we have ensured that the quality of care provided to our residents remained unaffected, by deploying mobile care staff and adjusting shift patterns where necessary.

Approval of the report of the trustees and the strategic report
The Report of the trustees incorporating the strategic report has been approved by the Board of Directors and is signed on behalf of the board by:

A F Levett - Chairman 8th July 2024



Independent auditor's report to the members of WCS Care Group Limited

Opinion

We have audited the financial statements of WCS Care Group Limited ('the charitable company') and its subsidiary ('the group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, Group Balance Sheet, Company Balance Sheet, Statement of Consolidated Cash Flow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).
In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2024 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions related to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Independent auditor's report to the members of WCS Care Group Limited (continued)

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the Directors' report and the Strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report included within the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 23, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Independent auditor's report to the members of WCS Care Group Limited (continued)

Auditor's responsibilities for the audit of the financial statements

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context were the CQC Regulations, General Data Protection Regulations and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and accuracy of resident fee incomer and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance Committee about their own identification and assessment of the risks of irregularities, designing audit procedures over resident fee income, sample testing on the posting

Independent auditor's report to the members of WCS Care Group Limited (continued)

of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.

Kerry Brown
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
Black Country House
Rounds Green Road
Oldbury
B69 2DG

Date

Consolidated statement of financial activities (including income and expenditure account) for the year ended 31 March 2024

	Notes	Unrestricted funds £000	Restricted funds £000	Total funds 2024 £000	Total funds 2023 £000
Income					
Income from Charitable Activities					
Provision of care services	2	29,532	-	29,532	26,135
Donations	2	27	53	80	77
Investment income	4	254	-	254	100
Total Income		29,813	53	29,866	26,312
Expenditure					
Charitable expenditure:					
Care operating expenses	6	27,336	6	27,342	24,844
Total charitable expenditure		27,336	6	27,342	24,844
Interest payable	5	730	-	730	588
Total Expenditure		28,066	6	28,072	25,432
Net income before other recognised gains and losses		1,747	47	1,794	880
Net income and net movement in funds for the year		1,747	47	1,794	880
Reconciliation of funds					
Fund balances brought forward at 1 April	17	22,237	-	22,237	21,357
Net movement		1,747	47	1,794	880
Transfer between funds		45	(45)	-	-
Fund balances carried forward at 31 March	17	24,029	2	24,031	22,237

The notes on pages 32 to 46 form part of these financial statements.

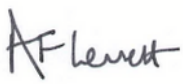
Balance sheet as at 31 March 2024

	Notes	Group		Company	
		2024	2023	**2024**	2023
		£000	£000	**£000**	£000
Fixed Assets					
Tangible Assets	8	**29,519**	28,955	**29,291**	28,892
Investments	9	-	-	-	-
		29,519	28,955	**29,291**	28,892
Current Assets					
Debtors	10	**1,635**	1,478	**1,894**	1,564
Cash at bank and in hand		**9,225**	8,731	**9,204**	8,729
		10,860	10,209	**11,098**	10,293
Creditors: amounts falling due within one year	11	**(3,158)**	(4,875)	**(3,137)**	(4,870)
Net current assets		**7,702**	5,334	**7,961**	5,423
Total assets less current liabilities		**37,221**	34,289	**37,252**	34,315
Creditors: amounts falling due after more than one year	12	**(13,190)**	(12,052)	**(13,190)**	(12,052)
Net assets		**24,031**	**22,237**	**24,062**	22,263
Funds					
Unrestricted fund	17	**24,029**	**22,237**	**24,060**	22,263
Restricted fund	15	**2**	**-**	**2**	-
Total funds		**24,031**	**22,237**	**24,062**	22,263

Company Number: 02713150
Charity only results for the year are £1,799k (2023 £881k).

The financial statements on pages 29 to 46 were approved and authorised for issue by the board of directors on 8th July 2024 and were signed on its behalf by:

A F Levett - Chair



Statement of Consolidated Cash flow for the year ending 31 March 2024

	Notes	2024	2023
		£000	£000
Cash provided by operating activities	18	**3,958**	3,230
Cash flows from investing activities			
Interest income		**197**	46
Purchase of tangible fixed assets		**(2,042)**	(1,319)
Cash used in investing activities		**(1,845)**	(1,273)
Cash flows from financing activities			
Cash outflow from repayment of borrowings		**(2,698)**	(971)
Cash inflows from new borrowings		**1,805**	-
Interest payable		**(725)**	(580)
Cash used in financing activities		**(1,619)**	(1,551)
Increase in cash and cash equivalents in the year	19	**493**	406
Cash and cash equivalents at the beginning of the year		**8,731**	8,325
Total Cash and cash equivalents at the end of the year		**9,225**	8,731
Cash and cash equivalents			
Cash and bank and in hand		**9,225**	8,731
Cash and cash equivalents		**9,225**	8,731

Note: All cash and cash equivalents are held in instant access deposit accounts.

Notes to the Financial Statements for the year ended 31 March 2024

1. Accounting policies

WCS Care Group Limited is a company limited by guarantee, registered in England and Wales with registration number 02713150, and a registered charity, number 1012788. The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102),the Charities Act 2011 and the Companies Act 2006.

Basis of Preparation and Going Concern

The financial statements have been prepared on a going concern basis.

Given the strength of the balance sheet and availability of cash, the members of the Board believe that, while uncertainty exists, this does not pose a material uncertainty that would cast doubt on the group's ability to continue as a going concern. The Board, therefore, consider it appropriate for the accounts to be prepared on a going concern basis.

Basis of consolidation

The consolidated statement of financial activities, income and expenditure account, cash flow statement and balance sheet include the financial statements of the charity and its subsidiary undertaking made up to 31 March 2024 on a line-by-line basis. Intra-group sales and surpluses are eliminated fully on consolidation. Uniform accounting policies are applied across the whole group.

The charity has also taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirements to present a charity only Statement of Cash Flows and certain disclosures about the charity's financial instruments within the consolidated financial statements. No separate Statement of Financial Activities ("SOFA") has been prepared for the charity alone as permitted by Section 408 of the Companies Act 2006.

Tangible fixed assets

Property and equipment is stated at cost less accumulated depreciation and impairment charges.

Freehold land and buildings

Freehold land and buildings are capitalised at cost. Freehold land is not depreciated. New freehold buildings are depreciated on a straight-line basis over their estimated useful economic life of 50 years commencing with the completion of the building or its acquisition. Capital expenditure incurred by the charity on refurbishing or improving older freehold properties acquired is capitalised. Depreciation on these properties is provided on a straight-line basis over the expected economic life of the improvements, commencing with the period in which the improvement or refurbishment project is concluded. An average economic life of 25 years is used as a basis.

Other tangible fixed assets

Items costing over £1,500 each are capitalised. The cost of fixed assets comprises their purchase cost, together with any incidental costs of acquisition.

Depreciation is calculated so as to write off the cost of tangible fixed assets less their estimated residual values, on a straight-line basis over the expected useful economic lives of the assets concerned. The principal annual rates used for this purpose are:

	%
Equipment, fixtures and fittings	20 – 33%
Motor vehicles	20%

Leases
Rentals paid under operating leases are charged to the income and expenditure account on a straight-line basis over the lease term. To note, the risks and rewards stay with the lessor.

Investments
Fixed asset investments include investment in subsidiaries which are stated at cost less any impairment.

Investment income
Interest income is accounted for on a receivable basis and is accrued up to the balance sheet date.

Income from provision of care services
Income, which excludes value added tax, represents revenue from residents and local authorities for care services. This revenue is recognised as the services are provided.

Legacies
Legacies are recognised when they are received or, if before receipt, there is sufficient evidence to provide the necessary certainty that the legacy will be received, and the value can be measured with sufficient reliability.

Expenditure
Expenditure in relation to charitable activities is included on an accruals basis, inclusive of any value added tax which cannot be recovered.

Support costs
Support costs include all expenditure not directly attributable to the day-to-day operation of providing care services. Governance costs are included in support costs and include external audit, legal and all costs related to complying with statutory and constitutional requirements.

Bad debts
Specific provision is made for those debts which are not considered recoverable.

Government grants
Revenue grants are credited to the statement of financial activities. The grants are recognised in the income statement in line with meeting the criteria of those grants and the occurrence of qualifying expenditure.

Pension costs
The charity operates its own Stakeholder Pension Scheme and makes contributions based on length of service. The charity has also implemented an Auto Enrolment Scheme making contributions that follow the requirements of the relevant legislation. The cost of contributions is charged to the statement of financial activities as incurred.

Taxation
Taxation has not been provided on the net income for the year on the grounds that Part 11 of the Corporation Tax Act 2010 applies (tax exemption for charitable companies).

Funds structure

Unrestricted funds
Fund available to the charity to reinvest in the services it provides.

Restricted fund
In the year, the charity did not receive any restricted funds (donations and grants that could only be used for specific purposes)

Judgements in applying accounting policies and key sources of estimation uncertainty
The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities and the disclosure of contingent liabilities at the date of the financial statements. If, in the future, such estimates and assumptions, which are based on management's best judgement at the date of the financial statements, deviate from the actual circumstances, the original estimates and judgements will be modified as appropriate in the year in which the circumstances change.

Impairment of debtors
The group makes an estimate of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including ageing profile of debtors and historical experience.

Useful economic lives of tangible assets
The annual depreciation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets.

2. Income

Provision of care services
The total income from charitable activities of £29,866,000 has arisen entirely within the United Kingdom and includes a total of £15,341,000 which was received from WCC under a contract for the provision of care services (2023 £11,041,000). During the year the charity did not receive any gift-in-kind PPE in relation infection control. (2023 £77,000).

	Unrestricted funds £000	**Restricted funds £000**	**Total funds 2024 £000**	Total funds 2023 £000
Income from charitable activities	**29,532**	**-**	**29,532**	26,135
Other Income				
Charitable donations	27	-	27	-
Grant Income	-	53	53	-
Government portal PPE	-	-	-	77
Donations	-	53	**80**	77

3. Employee information

The members of the Management Committee, who are directors of the charity, receive no remuneration for their services to the charity but are reimbursed for incidental expenses associated with attendance at committee and other meetings. The total of expenses for travel and subsistence reimbursed in the year related to 2 Trustees, amounting to £193 (2023: £311 for 2 Trustees).

The cost of indemnity insurance for the trustees was £1,400 (2023: £840).

The cost of employing staff during the year was:

	Group		**Company**	
	2024 £000	2023 £000	**2024 £000**	2023 £000
Staff costs				
Wages and salaries	**17,601**	16,498	**17,601**	16,498
Social security costs	**1,339**	1,025	**1,339**	1,025
Pension costs	**433**	363	**433**	363
Total staff costs	**19,373**	17,886	**19,373**	17,886

Staff costs include expenditure on agency staff of **£337,000** (2023: £2,519,000).
During the year, the charity made redundancy and termination payments amounting to £34,297 (2023: £0 nil) with respect of 3 (2023: 0) individual cases.

The average monthly number of persons employed within the charity by business activity was:

	2024	2023
	Number	Number
Residential care	**916**	794
Support Services	**37**	37
	953	831

The following number of employees received remuneration (excluding pension contributions) falling within the following ranges:

	2024	2023
	Number	Number
£60,001 – £70,000	**0**	**1**
£70,001 – £80,000	**1**	**0**
£80,001 – £90,000	**2**	**2**
£90,001 – £100,000	**0**	**1**
£100,001 - £110,000	**2**	**1**

All of the above 5 (2023: 5) were members of a money purchase scheme for which the employer's contributions were £69,400 (2023: £62,824).

The key management personnel of the group and the charity comprise of the Chief Executive, Finance Director, Director of Quality and Compliance and Director of Marketing and Communications. The total remuneration was £500,000 (2023: £468,528).

4. Investment income

	Group		**Company**	
	2024	2023	**2024**	2023
	£000	£000	**£000**	£000
Interest receivable on short term deposits and other bank balances	254	100	254	100
	254	100	254	100

5. Interest payable

	Group		Company	
	2024	2023	**2024**	2023
	£000	£000	**£000**	£000
Interest payable on bank loans	730	588	730	588
	730	588	730	588

6. Charitable expenditure

Care operating expenses of £27,342 (2023: £24,844k) include the following support charges:

	Group		Company	
	2024	2023	**2024**	2023
	£000	£000	**£000**	£000
General office and finance staff	**1,877**	1,637	**1,877**	1,637
Premises	**100**	98	**100**	98
Training	**84**	70	**84**	70
Marketing	**58**	62	**58**	62
Information and communications technology	**475**	418	**475**	418
Banking and finance charges	**73**	26	**73**	26
Legal and professional	**167**	119	**167**	119
Governance costs	**56**	49	**52**	48
	2,890	2,479	**2,886**	2,478

7. Net income for the year

	Group		Company	
	2024	2023	**2024**	2023
	£000	£000	**£000**	£000
Depreciation charge for the year:				
Tangible owned fixed assets	1,701	1,463	1,701	1,463
Auditor's remuneration for:				
Audit	33	20	30	19
Other services				
Operating lease rentals:	3	13	3	13
Other leases				
Expenditure on furnishings and equipment in refurbished premises	49	81	49	52
	1,786	1,577	1,783	1,547

8. Tangible assets

Group

	Freehold Land and Buildings £000	Fixtures Fittings and Equipment £000	Motor Vehicles £000	Total £000
Cost				
At 1 April 2023	**42,505**	**5,472**	**50**	**48,027**
Additions	186	2,029	51	2,266
Disposals	(40)	(229)	-	(269)
At 31 March 2024	**42,651**	**7,273**	**101**	**50,024**
Depreciation				
At 1 April 2023	**15,307**	**3,743**	**22**	**19,072**
Charge for the year	665	1,019	17	1,701
Eliminated in respect of disposals	(40)	(228)	-	(268)
At 31 March 2024	**15,932**	**4,534**	**39**	**20,505**
Net Book Value				
At 31 March 2024	**26,719**	**2,739**	**62**	**29,519**
At 1 April 2023	27,199	1,728	28	28,955

8. Tangible assets

Company

	Freehold Land and Buildings £000	Fixtures Fittings and Equipment £000	Motor Vehicles £000	Total £000
Cost				
At 1 April 2023	42,442	5,472	50	47,964
Additions	20	2,029	51	2,100
Disposals	(40)	(228)	-	(269)
At 31 March 2024	**42,422**	**7,273**	**101**	**49,795**
Depreciation				
At 1 April 2023	**15,306**	**3,744**	**22**	**19,072**
Charge for the year	664	1,019	17	1,700
Eliminated in respect of disposals	(40)	(228)	-	(268)
At 31 March 2024	**15,930**	**4,535**	**39**	**20,504**
Net Book Value				
At 31 March 2024	**26,492**	**2,738**	**62**	**29,291**
At 1 April 2023	27,136	1,728	28	28,892

The net book value at 31 March 2024 represents fixed assets used entirely for direct charitable purposes.

9. Fixed asset investments

WCS Care owns 100% of the share capital of the following group company:

Company	**Principal activity**
Common Lane Developments Limited Company number: 07582043 Incorporated in England in March 2011	Construction development services

The liability of WCS Care as a member of Common Lane Developments Limited is £799; 100% of the ordinary share capital. The Company made a profit for the year: £15,500 (2023: loss £1,000). The subsidiary has net assets of £19,000 (2023: net assets of £4,000).

10. Debtors

	Group		**Company**	
	2024	2023	**2024**	2023
	£000	£000	**£000**	£000
Amounts falling due within one year				
Trade debtors	1,232	1,136	1,232	1,136
Amounts owing from subsidiary undertakings		-	271	61
Taxation recoverable	12	5	-	-
Prepayments and accrued income	391	337	391	337
	1,635	1,478	1,894	1,564

11. Creditors: amounts falling due within one year

	Group		**Company**	
	2024	2023	**2024**	2023
	£000	£000	**£000**	£000
Bank loans	**705**	2,751	**705**	2,751
Payments received on account	**4**	-	**4**	-
Trade creditors	**741**	519	**723**	516
Other taxation and social security	**308**	238	**308**	238
Other creditors	**15**	7	**15**	7
Accruals	**1,385**	1,360	**1,382**	1,358
	3,158	4,875	**3,137**	4,870

12. Creditors: amounts falling due after more than one year

	Group		Company	
	2024	2023	**2024**	2023
	£000	£000	**£000**	£000
Bank loans	13,190	12,052	13,190	12,052
	13,190	12,052	**13,190**	12,052

Bank loans are repayable as follows:

	Group		Company	
	2024	2023	**2024**	2023
	£000	£000	**£000**	£000
In one year or less	705	2,751	705	2,751
Between one and two years	683	963	683	963
Between two and 5 years	3,048	3,191	3,048	3,191
In 5 years or more	9,459	7,898	9,459	7,898
	13,895	14,803	**13,895**	14,803

The charity has four loan facilities, which are fully drawn, their remaining balances are: (1) £1.8m variable loan to 2049. (2) Fixed loan of £2.6m to 2030. (3) Fixed loan of £4.4m to 2028. (4) £5.1m variable loan to 2043.

On 13 May 2013 the charity entered into a debenture with The Royal Bank of Scotland plc to secure loan facilities by way of a fixed charge over all property, plant & machinery, goodwill, investments in subsidiaries and intellectual property. There is a floating charge over its undertaking and all its other property, assets and rights owned now or in the future which are not subject to an effective fixed charge under the debenture.

13. Employee benefit obligations

Defined contribution scheme

The charity participates in a Stakeholder Pension Scheme operated by Aviva which meets the government's Auto Enrolment requirements. This scheme was closed to new entrants in March 2015. Charity contributions range from 3% to 6% dependent on length of service and the level of contribution made by employees, which is flexible and governed by the Stakeholder Pension Scheme rules. On 1 April 2014 the charity implemented an Auto Enrolment Scheme making contributions that follow the requirements of the relevant legislation. At present, employee and employer contributions are 3%.

The total pension cost for the charity for the defined contribution schemes in the current year was £433,000 (2023: £363,000).

14. Deferred grants

There are no deferred grants.

15. Restricted funds – Group and Charity

During the year the charity received £53,000 of restricted funds for a minibus and for the services of a musician at Woodside Care Village (Restricted funds are donations and grants that could only be used for specific purposes).

Analysis of restricted funds movements

	Fund Balance brought forward	Incoming resources	Expenditure	Transfer between funds	Fund balance carried forward
	1 April 2023 £000	**2023/24 £000**	**2023/24 £000**	**2023/24 £000**	**31 March 2024 £000**
Donations	-	53	6	(45)	2

During the year, restricted donations of £45k were received which related to capital expenditure for the purchase of a minibus and musical instruments). These purchases were made in the year and as such, management have deemed the conditions attached to these donations to have been met. As a result of this a transfer has been made from restricted funds to unrestricted funds equal to the value of capital expenditure funded by restricted donations.

16. Designated fund

There are no designated funds.

17. Other charitable fund

The other charitable funds of the charity are represented by the following balances and movements in the year related to operational surpluses.

	Group		Company	
	2024	2023	**2024**	2023
	£000	£000	**£000**	£000
At 1 April	22,237	21,357	22,263	21,382
Net income	1,747	880	1,754	881
Movement between funds	45	0	45	0
At 31 March	**24,029**	22,237	**24,062**	22,263

18. Reconciliation of changes in resources to net cash inflow from continuing operating activities

	2024	2023
	£000	£000
Net income for the period	**1,794**	880
Depreciation on tangible fixed assets	**1,701**	1,463
Interest receivable	**(197)**	(46)
Interest payable	**726**	580
Increase in trade debtors	**530**	(519)
Increase in prepayments and other debtors	**(56)**	(161)
Increase in trade creditors	**(2)**	51
Increase in accruals and other creditors	**(538)**	982
Net cash inflow from continuing operating activities	**3,958**	3,230

19. Analysis of changes in net debt

	1 April 2023	Cash flows 2023/24	Financing charge 2023/24	31 March 2024	1 April 2022	Cash flows 2022/23	Financing charge 2022/23	31 March 2023
	£000	**£000**	**£000**	**£000**	£000	£000	£000	£000
Cash at bank and in hand	**8,731**	**494**	**-**	**9,225**	8,325	406	-	8,731
Debt due within 1 year	**(2,751)**	**3,029**	**427**	**(705)**	(960)	1,551	(3,342)	(2,751)
Debt due after 1 year	**(12,052)**	**(711)**	**(427)**	**(13,190)**	(14,814)	(580)	3,342	(12,052)
	(6,072)	**2,812**	**0**	**(3,260)**	(7,449)	1,377	-	(6,072)

20. Capital commitments

A contractor has been selected for an extension at Fairfield care home, as at year-end, no contracts had been entered into forming any legal commitments.

21. Financial commitments

At 31 March 2024 the Group and Company had annual commitments under non-cancellable operating leases as follows:

	2024		**2023**	
	Land and Buildings	**Other**	**Land and Buildings**	**Other**
Group and company				
Expiring within one year	-	**1**	-	**11**
Expiring between two and five years inclusive	-		-	**3**
	-	**1**	**-**	**14**

22. Contingent liabilities

At 31 March 2024 the Group and Company had no contingent liabilities (2023: £nil).

23. Related party transactions

The organisation has one wholly owned subsidiary which was active during the year, Common Lane Developments Limited (CLDL), registered at Newlands, Whites Row, Kenilworth, CV8 1HW. The charity acquired the entire share capital of CLDL in May 2013 and the company is used to redevelop care homes for WCS Care Group limited. During the year CLDL had 4 work-in-progress developments. In year movement of inter-company balance of £181k. Amount owned by CLDL to WCS Care as at 31 March 2024 is £271k (2023: £91k). There are no other related party transactions.

24. Allocation of Net Assets between funds – Current Year

	Group			Company		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	**Total**
Tangible Fixed Assets	29,520	-	**29,520**	29,291	-	**29,291**
Net Current Assets / (Liabilities)	7,699	2	**7,701**	7,959	2	**7,961**
Long-Term Liabilities (> 1 yr)	(13,190)	-	**(13,190)**	(13,190)	-	**(13,190)**
	24,029	2	**24,031**	24,060	-	**24,062**

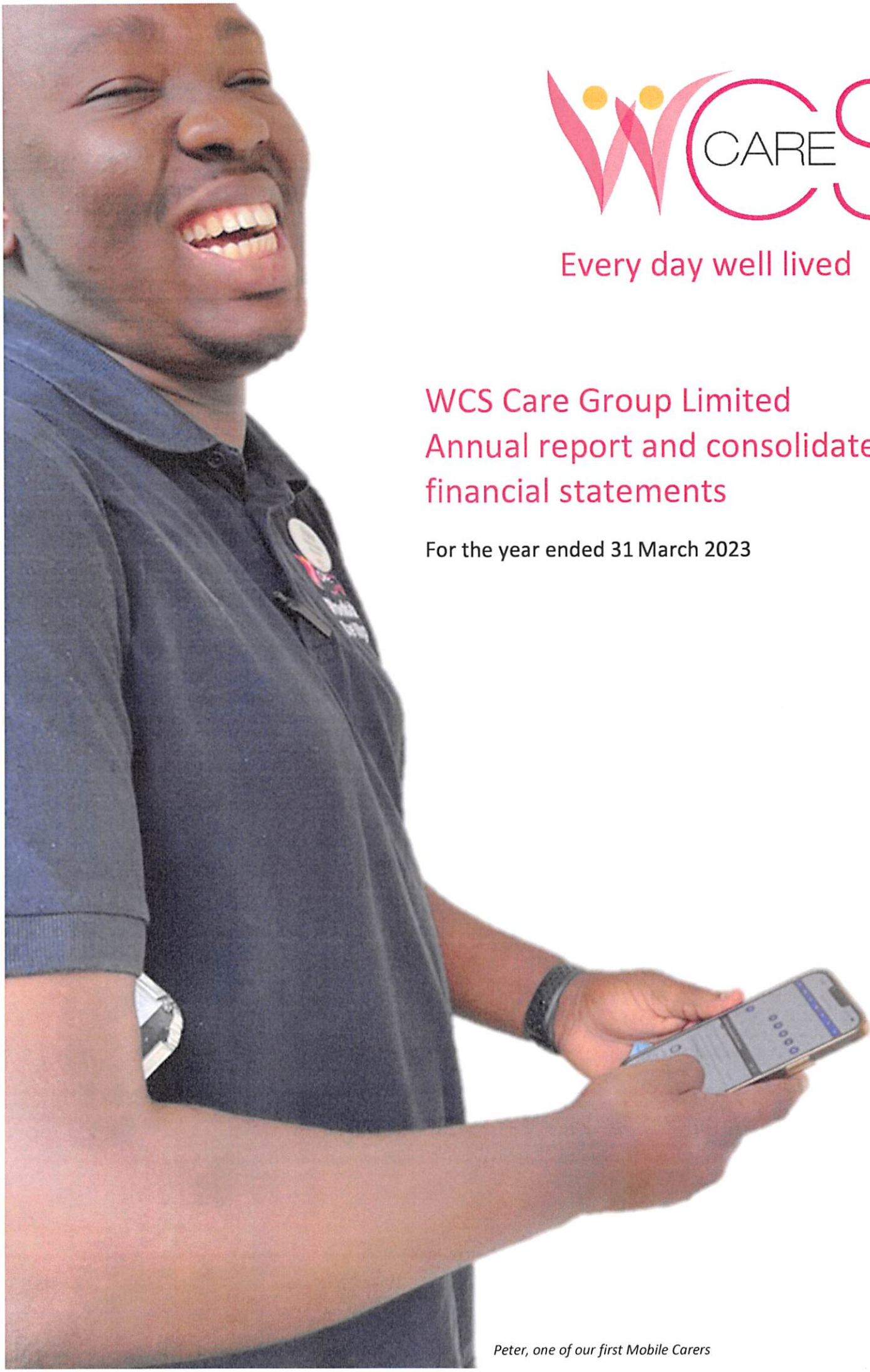
Allocation of Net Assets between funds – Prior Year

	Group			Company		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	**Total**
Tangible Fixed Assets	28,955	-	**28,955**	28,892	-	**28,892**
Net Current Assets / (Liabilities)	5,334	-	**5,334**	5,423	-	**5,423**
Long-Term Liabilities (> 1 yr)	(12,052)	-	**(12,052)**	(12,052)		**(12,052)**
	22,237	-	**22,237**	22,263	-	**22,263**

WCS CARE GROUP LIMITED

England & Wales - Charity number 1012788

Accounts



Every day well lived

WCS Care Group Limited
Annual report and consolidated financial statements

For the year ended 31 March 2023

Peter, one of our first Mobile Carers

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Reference and administrative details of the charity, its trustees and advisors

Registered name:	WCS Care Group Limited
Also known as:	WCS Care
Registered company:	02713150
Registered charity:	1012788
Registered office	Newlands Head Office Whites Row Kenilworth CV8 1HW
Trustees:	A F Levett - Chair J A Matthews - Vice Chair A J Last S E Dobinson R L Merchant M R Andrews R L Warwick T M Banks N Weatherburn E J Basten A J Holt Appointed on 11th July 2022 E E Ireson Appointed on 11th July 2022 B C Cressey (Resigned on 11th July 2022) L E Middleburgh (Resigned on 11th July 2022)
Executive Team:	E J Russell – Chief Executive P C Parekh – Director of Finance and Company Secretary K Salt – Director of Quality and Compliance J Cheshire – Director of Communications and Marketing J Rose – (Co-opted) Head of People and Support Services
Independent Auditor:	Crowe U.K. LLP Statutory Auditor Black Country House Rounds Green Road Oldbury B69 2DG
Solicitors:	Anthony Collins LLP 134 Edmund Street Birmingham B3 2ES
Bankers:	The Royal Bank of Scotland Sheffield Branch 5 Church Street Sheffield S1 1HF

Welcome from the Chair of the Board

At the end of this, our 30th year of providing care, we remain confident and positive; determined to deliver our model of care to the highest possible standard. The Board is confident that our strategy, the governance arrangements, staffing structures and investment plan will see the charity continue to prosper. We are positive about the benefits that have arisen from our programme of innovation.

As the threat from Covid receded, and the impact of the control measures reduced, we returned to driving forward our investment programme for the benefit of our residents and relatives. The Board is very conscious that every day is precious to those who choose to live with us and have carefully considered the balance between borrowing and the use of reserves to deliver as quickly as possible, but prudently.

Like all businesses, a predictable and stable operating environment makes forward planning and investment easier. We have encountered exactly the opposite, and drawn heavily on our skilled and experienced Board and Executive to rise to the challenges successfully. We remain concerned about the regulatory impact on our operations, experiencing conflicting and changing demands without any sense of a strategic approach. This adds hugely to our overheads and thus costs.

Significant effort was devoted to providing data to the 'fair cost of care' exercise initiated by the Government in the hope that the below-cost funding of socially supported places would be rectified. We have yet to see any output from that exercise with local authority fees still rising at below the rate of inflation for the sector. We also devoted time and resources to preparing for the 'care cost cap' which would, over time, alter the source of our income. The implementation was deferred at the last minute until 2025, or most likely beyond.

A focus this year and last has been the recognition and reward of our key asset, our staff. So many went way beyond what we could reasonably expect during the pandemic and with public support high we moved to steadily increase wages and conditions, particularly given the higher levels of inflation experience by all of us. No one who works for the company earns just the National Minimum Wage.

We are proud of the positive feedback we have received from residents, relatives and those whom we work with, Warwickshire County Council and the NHS. We fully support the drive for better integration of adult social care. We are pleased about the support given by the communities we form part of. Above all, we draw strength from the way our residents have engaged in opportunities for activities and experiences that have become possible as the isolation created by Covid recedes.

Adrian Levett - Chair of the Board

And a word from our Chief Executive

Our very first year in 1992 was a tough one for the UK, Black Wednesday (or the 1992 sterling crisis) occurred 2 weeks before we started operating, the housing market was in freefall, GDP dropped in the first six months of our life by 1.5% and inflation was just beginning to fall from a recent 8% high. This all sounds only too familiar and yet a daring vision for residential care in the shape of our charity WCS Care was birthed and in the proceeding 30 years has flourished.
Now our 30th year has been one of the most challenging we've faced as the care home sector recovers from the effects of the pandemic, high inflation, a cost-of-living crisis and the number of vacancies in social care at the highest rate on record with 165,000 unfilled posts this last year. But again, in great adversity, it's care that brings us together. Our vision of Every Day Well Lived and an unwavering commitment to quality care, has sustained us in our 30th year as it did in our first.

Over the longer term, health and care services will face continuing pressures as populations age, and our health and social care needs become more complex. But at the same time there are many opportunities to use new ideas and technologies to improve the way we deliver care, improve outcomes for people who use services and become more efficient.

At WCS Care we're bucking the trend by supporting our staff to have more control over their work/life balance through the use of new technology, and introducing a new mobile carer role which is, and has, reduced our reliance on external agency. Consequently, happy customers and better pay have in turn helped us to attract new and retain existing employees through the provision of better pay to our own staff instead of agencies, plus great benefits, and a fantastic work environment.

Today, we have developed an eight-page visual explanation of how we aim to provide care in the most innovative way. It's used as a recruitment and training tool and forms the backbone of our care practice.

An innovative culture gives people permission to innovate. This can set high standards for safety without cumbersome governance and this year we have added ISO 9001 quality, 14001 environmental and 45001 health & safety management system accreditations to our Investors in People Gold Award achieved last year.

We've been on an incredible journey the last 30 years and as for the next we are designing services where I will be happy to live when my time comes. I am very grateful to our customers for continuing to choose us to care, our amazing staff who demonstrate every day what an incredible job being a carer is, and also to our Board of Trustees. We have a sector leading Board. Throughout these challenging times their independent judgment and expert perspectives have been a huge benefit to our charity, residents and to our staff.

Ed Russell – Chief Executive

Report of the Trustees including the strategic report

Introduction

The Trustees, who are also the directors of the company, present their report and the audited, consolidated financial statements for the year ended 31 March 2023.

Who we are: our story

WCS Care is a Warwickshire-based charity established in 1992. We operate 13 residential care homes, providing accommodation, 24-hour personal care, and support to nearly 600 older people and people of working age who may find it difficult to manage daily life at home, many of whom are socially funded through our long-established partnership with Warwickshire County Council.

Residential homes provide residents with a safe place where they are looked after according to their needs, such as help with washing, dressing, toileting, administering medication and mobility. The word 'resident' means that people can treat the setting as their home and live there with access to the services available on site.

Our ambition is that every day is well lived for our residents: every day we invite people to choose the things they want to do and try new opportunities.

Our care model outlines how we achieve a day well lived; this is developed around our values and the individual character of each of our 13 care homes.

Our values are that every day we *play*, *make someone's day*, *be there* and *choose our attitude*. The standard we walk past is the standard we accept.

Four essential building blocks to deliver a day well lived are:

Our principles

- Fair fees
- Home for life
- Always improving
- Sharing with sector
- Partnership

Enabling environments

- Small self-sufficient households
- Lifestyle options – living a life that is familiar
- Communal/active space in addition to living space
- Spending time outdoors
- Circadian lighting which promotes wellbeing
- Attractive and comfortable decor

High quality care

- People
- Behaviours
- Systems/policies
- Funding
- Technology

Financial sustainability

- Sustainable fee levels and occupancy
- Strong financial leadership and management
- Commercial and prosocial

Key behaviours to support and enable this are:

- Passionate leadership
- Strong communication
- Value driven
- Innovative
- Effective and robust governance
- Active risk management

Report of the Trustees including the strategic report (Continued)

Objectives for the year

We have an ambitious strategy which focuses on providing environments and staff that deliver quality of life for the people who choose to live with us. Our strategy has seven key threads:

1. Consistently articulating a model of who we are
2. Engaging with key partners and decision makers
3. Differentiating our village and residential offerings
4. Continuing to offer a range of options for customers, including those who are socially funded
5. Refurbishing older buildings and planning new developments
6. Developing future design based on the village concept
7. Reviewing assets for reinvestment into our homes and people

Achievements and performance

What our customers told us

We're delighted our customers continue to rate us highly and as a learning organisation we're committed to continual improvement.

In June 2022 and February 2023, WCS Care was recognised as a Top 20 Mid-size Care Home Group by carehome.co.uk. These awards are based on reviews from our customers and we thank them for taking the time to provide valuable feedback to us about their experience of our care homes.









What our staff told us

This year we asked our staff three simple questions in our staff survey: what should we start doing, stop doing and keep doing? The feedback we received in response was rich and informative and we thank our staff for providing direct, open responses to these questions. We also asked staff whether they'd recommend their home as a good place to work. 9.1 out of 10 staff said they were satisified with, likely, or very likely to recommend their home as a good place to work.

Report of the Trustees including the strategic report (Continued)

ISO accreditation

WCS Care have achieved accreditation for our Quality Management System, ISO 9001, and accreditation for our Health and Safety system, ISO 45001. We are proud of these internationally recognised accreditations which are important because they recognise our good governance and give external bodies such as regulators and commissioners assurance via a third party.

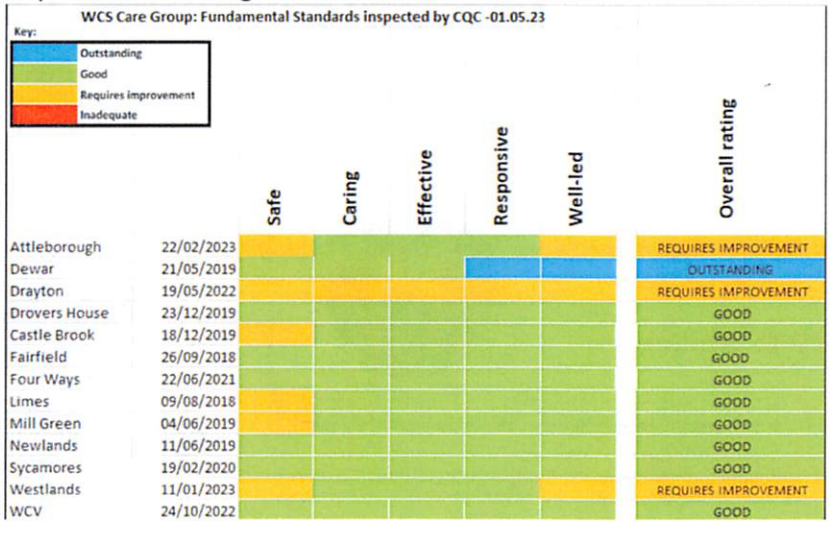
ISO 45001
Certificate No. HS230768

Regulatory requirements

Over the last year we have started to see an increase in visits from regulatory bodies as they resume a more usual level of inspections. WCS Care Group recognises the importance of regulatory oversight, and we are committed to operating our business responsibly and in compliance with all regulations, legislation and approved codes of practice.

It is our objective to operate with, and to maintain good relations with all regulatory bodies, and to carry out all measures reasonably practicable in order to continually improve our performance.

Despite this, we've experienced a mixed Care Quality Commission (CQC) inspection approach over the last 12 months. In three of the four inspections we've had this year we challenged the factual accuracy of the CQC reports through their factual accuracy process which resulted in some narrative changes. We know that our customers will be just as disappointed with the three 'Requires Improvement' ratings as we are.



This year WCS has had the following inspections:

Drayton Court (June 2022): our first post pandemic inspection which took place as the long-serving home manager retired and a new manager came into post. This inspection looked at two of the five domains, with both re-rated as 'Requires Improvement', meaning that unfortunately the overall rating could not change.

Woodside Care Village (November 2022): Woodside Care Village's first inspection since re-opening in 2019 rated the home 'Good' in all areas.

Westlands (March 2023): this full inspection saw three domains remain as 'Good' with two changing to 'Requires Improvement', unfortunately giving an overall rating of 'Requires Improvement'.

Attleborough Grange (April 2023): this first post pandemic full inspection saw three of the five domains improved to a 'Good' rating, however two domains remained at 'Requires Improvement', unfortunately giving an overall rating again of 'Requires Improvement'.

Statement by the directors in performance of their statutory duties in accordance with s172 (1) Companies Act 2006

Stakeholder engagement

The Charities stakeholders are:

- Residents, including their families
- Staff members
- Other stakeholder relationships include: Warwickshire County Council, other local authorities, NHS, Local Charities, Suppliers, and voluntary sector
- The Charity's trustees, who are regularly engaged throughout the year particularly through Board and Committee meetings, and regular visits to the care homes

Structure, management and governance

WCS Care Limited is an independent charity, formed in 1992. The charity is registered with 12 trustees (Board of Directors), during the year there were 12 active members.

The Board of Directors has a wide portfolio of expertise and experience in health care, human resources, finance, property, marketing, IT and other disciplines.

In accordance with the Charity's Articles of Association, members of the Management Committee retire every 3-year cycle, serving a maximum of 9 years. Those offering themselves for re-election are those who have served the longest since their election or re-election.

Roger Merchant, Shan Dobinson and Mark Andrews will retire by rotation and will offer themselves for re-election at the next annual general meeting.

Trustee induction and training

Induction includes a Trustees Handbook; comprehensive sessions with each member of the Executive Leadership Team; and an in-depth tour of the organisation. Training is also carried out both with external agencies and via in-house training.

The Board provide support and leadership to the Executive Team on the direction and strategy of the Charity and in fulfilling its role has established the following system of management:

Management of organisation

The body responsible for the management of the charity is the Board of Directors / Trustees - (Management Committee). The Board has five scheduled meetings each year with other meetings arranged as necessary. Members are elected every three years and serve a maximum term of nine years, unless otherwise agreed. The maximum number of members that can be elected to the Board is 12. The Board elects the Chairman at the November Board Meeting.

The Board receives reports from four formally constituted committees which are reviewed annually:

- Quality and Practice, including the Safeguarding sub-group
- Finance, Risk and Audit
- Project Commissioning

- Governance

Each committee has specific terms of reference and functions delegated by the Board.

The Chief Executive and the Executive Team attend meetings of the Board. The Chief Executive attends the Committee meetings and is accompanied by members of the Executive Team as appropriate.

The Board has overall responsibility for ensuring the charity has an appropriate system of internal financial and managerial controls across the entire organisation.

The Executive Team meets monthly, the focus being on strategy, and financial and operational issues.

The Director of Finance is responsible for corporate governance as well as WCS's overall financial strategy including statutory accounts and business performance. The Director of Quality and Compliance is responsible for ensuring that WCS meets the quality and operational performance required by WCS's care management system. The Director of Marketing and Communications is responsible for maintaining our brand and reputation, WCS's communication strategy and occupancy management. The Head of People and Support Services is responsible for delivery of WCS's human resources functions including the development of our culture.

The members of the Executive Team are supported by the three service managers in the management and development of the service. Service managers line manage a designated group of care homes and are responsible for the day-to-day operational management of the homes, with support from two support managers and our Quality Manager who is responsible for monitoring quality as part of our policy of continual improvement.

WCS is registered with the Care Quality Commission who monitor, inspect and regulate residential care services to make sure they meet fundamental standards of quality, and the charity complies with the Commission's Fundamental Standards.

Additional Trustee input and support

WCS Care is proud that our trustees' engagement goes far beyond attendance at committee and board meetings and extends into regular visits to the homes alongside members of the executive team to see the homes first hand – from refurbishments and the opportunity to speak to carers about what keeps them at WCS Care, and our residents about what everyday life is like for them, to judging our WCS in Bloom competitions.

As passionate advocates for the charity, trustees use their networks to raise the profile of the group, sharing news articles, our regular newsletter and social media posts with their connections.

Review of 2022/2023

Our 30th year saw the end of Covid restrictions and the return to normal life in our care homes, with the removal of all restrictions, residents making the most of our new Memory Maker minibus, and the community being welcomed back into our homes.

Report of the Trustees including the strategic report (Continued)

Residents and their families

Emerging from Covid

This was the year that we finally began to emerge from Covid. Whilst we've responded to Government guidance throughout the pandemic, we've also been pragmatic in that response, ensuring relatives could continue to visit their loved one safely, and, for the third year running, provided opportunities for people to celebrate Christmas together.

As the Government removed their guidance on the use of masks in care home settings in mid-December, at a time of increased community infections, we not only continued to use masks in our homes, we also reintroduced 72 hour asymptomatic testing, helping to detect cases which could otherwise have caused infections to spread amongst residents and staff.

By the end of February 2023 we took the decision to remove masks, whilst retaining testing for another two months until the warmer weather arrived and residents had the benefit of the Spring booster. Feedback from residents, relatives and staff was incredibly positive to our phased approach to the lifting of these final infection prevention measures.

Daily life

Refurbishments and improvements

We've invested over £1million in our refurbishment programme over the year, completing transformations at Drayton Court, Attleborough Grange, Fairfield, Newlands and Mill Green, and starting work at Four Ways.

Alongside this work, we've also continued our work to upgrade sluices, replace guttering and facias and install new technology including an advanced nurse call system at Attleborough Grange and cameras that link to our acoustic night-time monitoring system at Castle Brook, Drovers House, Woodside Care Village and The Limes.

In February 2023, we received planning permission for our care cottage extensions at Fairfield in Bedworth and work is expected to start on site later in the year. We've also progressed planning applications for developments at another four homes to extend their capacity, providing modern, bedrooms with ensuite wetrooms.

Feedback from residents, relatives and staff has been nothing but positive about the new décor and improvements to the homes.



Refurbished lounge at Newlands



Refurbished lounge in the country lifestyle at Fairfield

Report of the Trustees including the strategic report (Continued)

Daily activities

The Memory Maker, our new minibus, hit the road in 2022, providing trips for residents to shops and attractions in their local communities. With multiple outings per home each month, residents have enjoyed getting out to cafes, pubs, country parks, the local butterfly farm, garden centres and museums.



The minibus can accommodate wheelchairs and we also invite relatives along on trips so they can make new memories with their loved ones.

Daily exercise

Keeping active has a significant impact on our health and wellbeing. We continue to maintain our membership of the National Activity Providers Association and Oomph! Wellness, giving our Lifestyle Coaches, who are employed in every home, the tools they need to promote regular exercise in engaging ways.

This year we've also introduced outdoor gym equipment at Castle Brook in Kenilworth following the successful introduction of equipment at Woodside Care Village. Recumbent cycling machines and a tai chi arm spinner encourage people to spend time outside as well as exercise their arms and legs.



https://youtu.be/WKE-ngU8xlY

Residents at Woodside Care Village can now enjoy virtual cycling, travelling local, national and international roads from the comfort of their cinema. Using a mini exercise bike, residents can choose where they'd like to cycle, following the route on the big screen as they cycle in comfort. Virtual cycling provides a fun, immersive experience, gentle exercise and reminiscence in a social and interactive way.

Laundry services

After a successful trial at The Limes in Stratford-Upon-Avon, all WCS homes are switching to laundry products from Proctor and Gamble's range of familiar products which include names such as Ariel and Lenor.

Residents have experienced improvements in wash quality, stain treatment, the softness of clothes and fragrance. Whilst staff have reported fewer wash cycles and lower temperatures resulting in significant energy savings. The reusable containers will also reduce plastic waste by nearly 3,500 containers per year.

Report of the Trustees including the strategic report (Continued)

Resident wellbeing

Dementia Support UK

WCS is a founding member of Dementia Support UK, run by Australia's HammondCare. Under a subscription model the service currently supports over 40,000 people with dementia in care homes.

The aim of the service is to improve the quality of life and care for people who are experiencing behaviours and psychological symptoms of dementia.

Staff in care homes can often struggle to get timely support and referrals to the relevant professionals through the NHS and then this may be more of a biomedical model rather than a combined one with a psychosocial approach where people with dementia can have their personal, social and emotional needs met alongside their medical needs of care.

Dementia Support UK, is a specialist consultancy service which supports carers and staff teams in WCS's homes who look after people living with dementia. It's non-pharmacological and provides a better understanding of the behaviour, and problem-solving time with a consultant, to agree on the actions which can be taken to meet that resident's needs.

Through our pilot HammondCare have tried to make the service as accessible as possible – it can be accessed by our staff (and families with consent) via an app, the website, or by phone/email.



I got a call back from HammondCare the same day that I filled out the form, they booked in a full assessment for soon after. After taking lots of information about the resident, they provided a behaviour support plan tailored to meet their needs.

The whole process took less than a week in total which is much quicker than having to speak to a GP to make a referral to another agency. It's great to have somewhere to go to get the support we need.

Staff members

Marking 10 years of innovation

In September 2022 we held our first leadership conference, bringing together home managers, members of our frontline care teams, heads of department and trustees. This well-received day looked back at our 10-year innovation journey and the staggering amount of work we've done in that time, before looking forward and introducing new innovations that would be coming to our homes in the coming months, such as BookJane.



Report of the Trustees including the strategic report (Continued)

Flexibility and work/life balance

The number of vacancies in social care has been at the highest rate on record with 165,000 unfilled posts in the last year. At WCS Care we've bucked the trend by supporting our staff to have more control over their work/life balance through the use of new technology, and introducing a new mobile carer role which is, and has, reduced our reliance on external agency.

Using technology to give carers control of their work/life balance...

This year we took on learning from overseas, for example in the US staffing problems were twice as severe as here in the UK. One initiative was the BookJane staffing app which we're the first UK provider to use.

BookJane is very simple for employees to use. After downloading the BookJane app to their phones, staff can see all of their shifts easily, as well as open shifts that are still available. It gives them the opportunity to choose how much they work and earn, making it easy to pick up additional hours, and all too importantly, at times that suit them. As well as benefitting our fulltime staff, the app appeals to people who are looking for a second income or flexible hours. The app opens up a whole new workforce to us, making work/life balancing easy for people who have other jobs, family commitments, are topping up their pension or studying.

Providing this flexibility means more of our own staff are picking up shifts, earning additional income and reducing our reliance on more costly agency workers.



Clarissa Cope
Relief Carer

'You pick a date and you have your hours, click accept and you're booked in for work. You get a notification when your shift is booked and another 3 hours before your shift as a reminder.'

...and introducing a new Mobile Carer role

We asked ourselves, 'who benefits most in a staffing crisis?' and of course the answer was the staffing agencies themselves. Staff who we could employ directly often choose to work for any agency because they like the flexibility of the role, and the agencies pay slightly above the going rate.

By saving on expensive agency staff we now pay more than agencies and have been able to attract the very best staff, who would not have worked for us before, in our new role of mobile carer. These workers choose their shifts through our app like Uber workers and aren't tied down to any one of our homes, so they retain the freedom of working in multiple locations.

By introducing the app, putting control into the hands of our carers, establishing our mobile carer role and reducing external agency use we've avoided the staffing problems that have faced many other care providers and have seen:

- 90% reduction in rota admin time
- 85% reduction in agency
- 22% decrease in complaints
- 16% increase in residents participating in leisure activities

Report of the Trustees including the strategic report (Continued)

- 15% reduction in staff turnover
- 4% increase in positive customer ratings

'I've worked for WCS for several years as a Senior Carer at Woodside Care Village and only took on the Mobile Carer role in the last few months. I now have far greater control and freedom over when and where I work and have the privilege of working with a wide variety of carers, staff and residents across WCS's homes.'



Pay awards

In November 2022 we brought forward 5% of the national living wage increase that was set to come into effect from the 1st April 2023, in recognition of the cost of living pressures that staff were facing.

At the end of the financial year, we were pleased to let our colleagues know that their hourly pay would increase again from the 1st April, giving a total increase to frontline team members of 11.1% in the year with all staff paid above the national living wage and 50% of frontline carers paid above the real living wage.

Staff wellbeing

The Potting Shed

Introduced in 2020, The Potting Shed is run by a team of staff volunteers who give their time to arrange events for staff and support them with their health and wellbeing. Linked to this support is our provision of Perkbox, a benefits platform with hundreds of shopping discounts, and access to Health Assured for free, confidential advice and support.

As well as their regular activities that include quizzes, walks, ten-pin bowling and more, the Potting Shed team held a staff black tie event in December; an evening of fun alongside a thank you for everything staff do. The event was attended by staff from across all thirteen WCS homes and was a huge success.

We can see the results of our focus on the support, pay and wellbeing of our staff coming through in our staff survey results with 9.1 out of 10 staff saying they are satisfied with, are likely or very likely to recommend WCS Care as a good place to work.

Other stakeholders

Suppliers: New ways of working

WCS Care is known in the care sector for our use of technology and embedding new, innovative ways of working. Our experience of thinking outside the box, trialling new approaches, learning fast and applying change held us in good stead during 2022/2023.

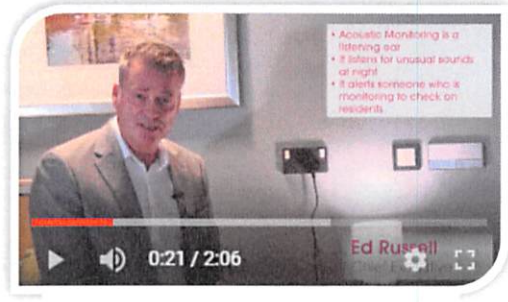
Improving sleep

Over the last year we've enhanced our use of acoustics for night-time monitoring by adding cameras to the system. Used with consent, the camera is not on all the time, but is activated when a trigger sound is picked up by the acoustics system and the night manager checks the alert to see if a carer needs to be sent to support the resident.

Having visual information means our night staff can make even better decisions about when to support residents. Previously any sound from a room could have indicated that an in-person check was needed, however the use of cameras means we can check if this is really necessary. Often a resident is simply moving around in bed, getting comfortable, and they do not need to be disturbed further by a carer.

And the cameras have helped to reduce falls even further with a 45% reduction at the Limes and 24% at Woodside Care Village. The cameras identify when residents are about to get out of bed more easily, but also allow us to see when a resident has lowered themselves to the floor rather than falling out of bed, removing the need for an unwitnessed fall to be recorded and all of the follow-on precautionary actions that would otherwise need to be taken, as well as preventing the emotional upset that this causes for staff and relatives.

If you've not heard of acoustic monitoring, it's a non-intrusive technology that listens to sleeping residents and is triggered by unusual sounds beyond a set level for each person's specific needs. If there's no sound from a resident's room, they're left to sleep in peace, rather than being disturbed by hourly door-checks throughout the night.



https://youtu.be/5HOeiupuo6o

WCS Care have championed the use of acoustic monitoring in the sector since we first retro-fitted it in one of our newer homes in 2015. Within a year we experienced a 34% reduction in night-time falls and, after installing it in two further new-builds, were able to evidence a 55% reduction in falls across days and nights. In 2020 we installed a new Wi-Fi version of the acoustic system into The Limes, one of our older buildings, and became the first provider in the UK to monitor two sites from one location, using remote monitoring to support the night carers at this small residential home. This strategy has provided oversight and staff support for the night carers at The Limes, enhanced care quality and reduced night staff costs by 17%.

Having shared our acoustic story with the sector, Care Quality Commission (CQC) and Ministers of State for Care, we are pleased that this technology is now being supported via funding made available through the NHS Transformation Directorate and hope to benefit from this so that we can introduce this system to the rest of WCS's homes.

Human centric lighting

Over the last year we've moved forwards with our work to find a solution that will enable us to retrofit circadian lighting into our older buildings. Working with a lighting consultant, we're finalising an approach that will bring the benefits of this lighting to all of our homes. We've also launched our PhD study with Oxford University which will investigate the benefits of circadian lighting for people living in residential care homes, and in particular people living with dementia.

Report of the Trustees including the strategic report (Continued)

Circadian lighting imitates nature's cycles of light and dark, as well as the changes in colour we experience from dawn to dusk. 80% of residents living in a WCS Care home for older people live with dementia. 1 in 5 people with Alzheimer's disease experience sundowning syndrome, sometimes called late-day confusion, but it can also happen generally to older people. 1 in 15 people in the UK suffer from Seasonal Affective Disorder (known as SAD syndrome) which, because we live in the northern hemisphere, tends to impact people more between September and April.

The conditions above, as well as a lack of sleep, can lead to depression, over-eating, poor concentration, memory problems, a lack of energy, confusion, loss of day orientation and changes in mood.

Exposure to natural light for as little as 10 to 15 minutes a day, can help to reduce or stop these symptoms.

During the day, circadian rhythm lighting replaces the sun indoors, and at night stops you being exposed to inappropriate blue/white light which can delay or disturb sleep patterns.



https://youtu.be/ZX2xpsSGrqE

We installed circadian lighting into our latest home, Woodside Care Village in Warwick, and having seen the positive impacts it has for residents in this home and at Drovers House in Rugby where it's installed in communal areas and on one household, we're keen to bring its health and wellbeing benefits to residents across the group.



Circadian lighting at Woodside Care Village providing a soft, warm light in the evening

BookJane: flexibility is the new work currency

Learning from the US we introduced the Canadian staffing app, BookJane, into our three largest homes in the summer of 2023. This simple app allows staff to see their rota on their mobile phone alongside open shifts that they can choose to pick up if and when it suits them.

Introducing the app, alongside our new Mobile Carer role, which gives experienced staff who prefer to have the freedom to work at more than one location visibility of shifts across a group of our homes, has transformed our staffing. Rotas are full, managers are no longer feeling guilty that they're pressurising people into picking up shifts, rota management time has reduced, and staff are in control of their work/life balance, earning what they want, when they want to.

We've seen staff turnover reduce and external agency use has fallen by 85%, halting the waste of money on expensive agency workers. The original pilot was so successful that instead of rolling the app out to the rest of our homes over 2023, we've pushed ahead and established this new way of working in all of our homes.

Looking ahead our ambition is to introduce faster pay, allowing staff to draw down a percentage of earned income ahead of the monthly pay cycle to help them manage their financial obligations.

OneDay video: lights, camera, action!
Taking another initiative from overseas, we're starting to introduce the OneDay video app, starting with our Trusted Advisors and recruitment team members. This mobile app makes taking and editing videos with captions possible on your mobile phone, with the added bonus of being able to send the finished videos by text or email directly to customers, interview candidates and new employees.

As more and more people rely on their phones for communication and text messaging overtakes email communication, and with over 80% of the content people absorb every day being video based, this new approach allows us to reach people in a way that brings our people and homes to life in a way the written word can never do.

Partnership working

Warwickshire County Council
We're proud that approximately 450 socially funded people benefit from WCS's charitable support every year leading to a significant annual charitable contribution via our main social care contract with Warwickshire County Council.

We were pleased to build on the excellent working relationship we have with our local commissioners during 2022/2023 by providing additional bed capacity to support with local hospital pressures, enabling people who were medically fit, but needed additional support before being able to go home to spend time in a residential setting while they regained important independent living skills.

South Warwickshire Foundation Trust (SWFT)
Our partnership with SWFT continued to provide additional capacity in 2022/2023 at Castle Brook in Kenilworth and Drovers House in Rugby, and continued to deliver successful outcomes for hospital patients who are discharged to us for support with their ongoing reablement before returning to their usual accommodation.

Oxford University
As reported on earlier in this report, we've already installed circadian lighting at Woodside Care Village and completed a partial retrofit at Drovers House. We know the lighting has significant health and wellbeing impacts for residents, but published findings and research are limited, meaning this standard of lighting isn't widely adopted in the sector.

In October we launched our PhD study with Oxford University into the impact of circadian lighting for people living in residential care, particularly people living with dementia. Working alongside Professor Russell Foster, Director of the Sleep and Circadian Neuroscience Institute, our PhD student Lucy Jobbins has previously conducted research into dementia risk factors and worked within an NHS memory service.

This three-year study will compare traditional care home lighting and circadian lighting to assess the health and wellbeing impacts for residents.

Report of the Trustees including the strategic report (Continued)

Influencing the sector

WCS Care in the news

The Guardian
In December we welcomed The Guardian's social affairs correspondent to Woodside Care Village. Against a backdrop of negative coverage of the care sector we welcomed him to the village on a typical winter's day where he experienced the life residents experience, writing...

'Woodside Care Village in Warwick is staged like a town centre in miniature with benches and a fountain, café tables and front doors to homes styled as either 'town', 'country' or 'classical'.....here everything has a greater purpose: to improve the wellbeing of people with dementia.'

Despite talking to Robert about our use of technology and the design of the village, his focus remained on the residents and staff who he met and chatted to, making firm friends with one lady who introduced him to all of her favourite carers and her robotic cat...

'Before I left, Pam got up from her place in the café knitting circle to show me a robotic long-haired cat she likes to stroke. She tickled its tummy to keep it purring. I joined her stroking it and she took my other hand and squeezed it. She was smiling.'

To read the full online article visit The Guardian website and search for Woodside Care Village – the article is titled *Dementia village in Warwick is a pioneer in person-centred care*.

Caring Times
At the start of 2023 we also welcomed Caring Times' editor Lee Peart to Woodside Care Village. Lee wrote about his visit...

'After being welcomed with tea and a croissant by Woodside's friendly receptionist Megan, I sat and waited for my tour of the home in the 'A Cup Above' café. I was immediately struck by the warm, welcoming and relaxed atmosphere. Soothing Phil Collins music played in the café and reception area, which was full of light thanks to the large windows facing out onto the central Village Plaza.

It was not long before the café filled up for a game of bingo led by some of the support workers using a Tiny Tablet interactive screen.'

Focusing on the detail of the care model Lee noted...

'It's surprising to hear there are 72 residents in the village as its V-shaped design provides a much smaller and intimate feel than the typical care home. I was interested to learn that while half of the households cater for people living with dementia, the other half houses residential care, with two households devoted to deaf people.'

As a registered charity, we're proud to be leading the way and showing the care sector what's possible when you step away from the traditional models of design and care, whilst still working within the regulatory frameworks which allow people to live in a safe, caring and responsive environment. Since these articles were published we've welcomed care providers from around the country to Woodside Care Village who are keen to see what we're doing and how it may change their own approach and, in particular, building design; sharing the reality of what's possible.

Raising the profile of circadian lighting

In March we were invited to join the panel of an online *Innovators in Residential Healthcare* event 'Circadian Lighting Principles and Practice' led by lighting expert Dr Shelley James.

Featuring academics and residential care facilities from around the world, WCS Care were proud to represent the UK as a leader in the implementation of circadian lighting, sharing our experience to date and ambitions for the future.

Financial review

Taxation status

As a charity, WCS Care Group Limited is exempt from corporation tax on its charitable activities.

Insurance of directors and trustees

The charity maintains insurance for the directors and trustees of WCS Care Group Limited in respect of their duties for the organisation.

Reserves policy and going concern

It is the policy of the charity to target free reserves at a level which will support the operations of the business in the event that some of the homes encounter trading difficulties during the year. The Board has agreed to set aside £4m for this eventuality. Reserves are also held to provide funds for the future development of its property portfolio, continual improvement of services and growth within the charity. The reserves policy is reviewed on an annual basis.

At the year end, free reserves available to the Charity are represented by unrestricted reserves of £22.2m, less fixed assets of £29.0m, plus debt used to finance assets of £14.8m, which equals £8.0m (2022: £8.1m). The free reserves over £4m are planned to be invested in maintenance of existing care homes and the development of new care services over the coming years, as explained throughout in the report.

The directors have considered it appropriate to adopt the going concern basis of accounting in preparing the financial statements. The trustees are of the view that adequate resources are available to the organisation to continue to operate as a going concern over the foreseeable future from the date of approval of the financial statements.

The Charity has revisited its going concern assessment during 2022-23. It has reviewed the re-worked cash flows up to March 2025, including scenario planning for another wave of Covid and/or lower occupancy impact on self-funder income. Although there has been some impact, this had no material impact on the financial viability of the charity in the foreseeable future.

Post Covid-19, we have seen the investment sentiment remaining strong and without an alternative safe and viable option for the care of older people, residential care sector will continue to play a vital role. The Charity has shown to be resilient and able to operate and provide good levels of care in very challenging of circumstances.

Report of the Trustees including the strategic report (Continued)

Statement of disclosure of information to auditor
The directors at the time when the Report of the Trustees was approved confirm that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- each director has taken steps that ought to have been taken as a director in order to be aware of any information needed by the charity's auditor in connection with preparing their report and to establish that the charity's auditor is aware of that information.

Strengthening the financial position
The charity has made surpluses in the year, building on the reserves generated in previous years.

Financial results
The Charity generated an overall surplus of £0.88m (2022: £2.46m) in the financial year ended 31 March 2023. This year's financial performance has had a positive impact on the Charity's balance sheet, shows net assets of £22.2m (2022 - £21.4m). More information on the application of reserves is provided on page 18. Whilst substantial net assets are not the prime business objective, a strong balance sheet is important in providing the resources to support the Charity's development. The Charity remains in a position to be able to pay its debts as and when they fall due and it continues to provide quality care to its service users.

The Parent Charity, WCS Care, saw overall income increase by 5.96%, mainly due to the annual inflationary increase and overall higher occupancy across all the homes.

Care operating expenditure continues to absorb relatively high property maintenance costs and additional depreciation from the three village homes and refurbishments at the older homes. The Executive Team is charged with maintaining a tight control over operating and administrative expenditure whilst still recognising the need to undertake major maintenance works at some homes so that the high level of service to our service users is maintained.

Payroll costs have increased due to the National Minimum Wage legislation, a further mid-year pay increase and agency costs due to tougher recruitment conditions. While the homes make every effort to minimise the use of agency staff through the use of in-house mobile workforce, costs in this area have increased by 11%. (2022: 6%)

There were no additional Government grants for infection control received during the year (2022: £1,288,000).

The cost of all refurbishment and capital works has been depreciated since the completion of each individual scheme. The Charity has undertaken a programme of refurbishment works at all its older Homes. Depreciation costs have increased this year to £1,463,000 (2022 - £1,313,000) due to the newer village homes and refurbishment works. Further information on depreciation costs can be found in note 8 to the Financial Statements.

The expenditure on property refurbishment and maintenance continues to be a priority for the charity spending £1,250,000 (2022 - £655,000). Smaller items of furnishings and equipment purchased by the Homes which, in accordance with the Charity's accounting policies has not been capitalised, increased to £81,000 (2022 - £52,000). This expenditure reflects the Charity's continuing commitment to maintain a high level of décor and furniture within the Homes for the benefit of our service users.

Cost increases were experienced in care and management staff, through the deployment of additional resources in care, pension contributions and Head Office support services, social activities for residents, residential expenses and professional services.

Although the charity operates on a 'not-for-profit' basis, the financial future of the business can only be secured through the delivery of an efficient and effective service that provides operating surpluses to finance even higher standards and future developments. The Charity is required to generate sufficient surpluses in order to repay debt financing, raise finances from the bank to invest in existing and new homes.

Despite the continuing underlying financial success of the charity a number of significant financial pressures remain and these include:

i) Staffing costs

Over many years now the real cost of employing direct care staff in our residential homes has been increasing by significantly more than the rate of inflation. The increase in cost has resulted from meeting the needs of ever frailer residents, specific requirements to meet Dementia Care standards, enhancing service quality in areas such as social activities and laundry. Changes in legislation due to increases in the National Living Wage (6.6% from April 2022) and the continuing professionalisation of the workforce together with the cost of living pressures continues to maintain the upwards pressure on staffing costs. The annual direct care staffing expenditure increased year-on-year by 11% (£1,805,000).

It has been essential for pay awards to be kept in line with the care sector, other than to recognise the increase in the National Living Wage each year. However, during the year, to ensure the charity retained and recruited staff in an inflationary environment an additional mid-year pay award of 5% was made in November. The Charity sees inflationary pressures continuing in 2023-24 and therefore pressure on the organisation to generate the income is essential to meet its major costs.

ii) Property maintenance costs, ICT and environment expenditure

The charity's previous refurbishment programme did not address all property aspects and certain equipment. A programme of replacement and refurbishment has been established and the charity will work through the remainder of this over the next few years. Further resources have also been earmarked to roll out enhanced technology supporting electronic care planning and acoustic night-time monitoring within the homes. There is also an ongoing programme to purchase new furniture, flooring and curtains.

iii) Other costs
PPE has continued to be provided via the Government portal and the Charity has estimated an expenditure in-kind of £77,000 (2022: £125,000).

The impact of the Ukraine war on utility costs has been widely felt domestically and in the commercial sector. Resulting in higher direct energy costs and feeding into higher input costs across most industries, leading to higher prices. Expenditure on gas and electricity more than doubled during the year from £407k to £985k. Other costs including: food, property maintenance, waste disposal, insurance all rose between 8% and 25%.

Brexit uncertainties have added further cost pressures in the areas of food supplies and energy costs, depending on the relative strength of sterling and potential additional tariffs being applied in any future settlement. Although WCS Care does not employ many staff from mainland Europe (less than 5%), the indirect effects of staffing movement at the minimum wage level could see staff shortages in the care sector as a whole.

In seeking to meet the increasing operational costs faced by the charity, the business strategy is geared towards improving income streams whilst being as efficient as possible in the deployment and management of staff and in contracting for services.

Places within our homes are purchased either by people with independent means or those supported through public expenditure to meet the specific care needs of very frail older people and adults with disabilities. The charity remains committed to ensuring that places are available for public benefit throughout Warwickshire.

WCC support prices rose in line with inflation in 2022/23, however, this did not entirely cover the wage increase resulting from general and energy inflation.

The need to balance rising care standards and costs with income generation has driven the Charity's business strategy since inception. However, to secure the charity's future position as the leading independent care provider in Warwickshire, directors are committed to the generation of higher operating surpluses with the aim being to continue to strengthen the charity's Balance Sheet and to invest in new residential care homes.

On the basis that WCC support fee rates in line with the cost of care expectations and National Living Wage increases, directors remain confident the charity will be able to maintain care standards and develop its core services, as envisaged in the Business Plan.

Plans for future periods
The strategy adopted focuses on ensuring the Charity has the capacity and capability to develop and deliver future-proofed care services. This strategy is predicated on a programme of ensuring sustainability of all its care homes across the county.

The key element of the strategy is to develop WCS's older people's services over a 5–10-year period based on a mix of sustainability of existing homes and expansion, redevelopment and new build extensions.

Development programme

The charity has developed three new residential care homes. The first home was opened in 2013 in Rugby, providing specialist dementia care for 75 people and the second opened in 2016 in Kenilworth, housing 84 residents and the latest development in Warwick opened in November 2019 with 72 beds. All three care homes were developed with a mix of internally generated funds and bank lending. The current focus is on developing extensions to existing homes as well as a new care village in the future.

Principal risks and uncertainties

General risk management

On a continuous basis, specific risks are identified and rated high, medium or low in a matrix format. Controls are then designed to minimise or mitigate the risk through quality measures, indicating action required and by whom. The Business Risk Assessment forms an integral part of our board meetings.

The directors have examined the principal areas of the charity's operations and considered the major risks faced in each of these areas. The Executive Team reviews key organisational risks on a bi-monthly basis and these are assessed for their likelihood and potential impact on the charity. Action is taken to mitigate any significant risks and the outcome is reported to the board. In the opinion of the directors, the charity has established resources and review systems which, under normal conditions, should allow these risks to be mitigated to an acceptable level in its day-to-day operations.

Care service failures, ability to recruit and retain staff, price rise due to higher energy costs and general inflation, the threat from competitors and higher wage costs due to statutory National Living Wage increases are the most significant risks faced by the charity.

For all of the risks above, the Charity has strong mitigations and monitoring systems in place and is confident in being able to contain them.

The charity's operations expose it to a variety of financial risks that include credit risk, liquidity risk and interest rate risk. The charity has in place a risk management programme that seeks to limit any adverse effects on the financial performance of the charity by fixing majority of its' loans to avoid interest rate fluctuations.

The charity does not use derivative financial instruments to manage interest rate risks and as such, no hedge accounting is applied.

Given the size of the charity, the directors have not delegated the responsibility of monitoring financial risk management to a sub group of the board. The policies set by the board of directors are implemented by the charity's finance department.

Report of the Trustees including the strategic report (Continued)

Energy and emissions report

The following table summarises WCS Care's reporting requirements under the Government's Streamlined Energy and Carbon Reporting (SECR).

	2023	2022
UK energy use (1) kWh	**7,324,798**	**5,158,775**
Associated Greenhouse gas emissions (2) Tonnes CO2 equivalent	**1,386**	**1,037**
Intensity ratio (3) Tonnes CO2 equivalent emissions per FTE	**2.61**	**2.06**

(1) UK energy use (Kwh) is relation to Gas, Electricity and car fuel used by the company.
(2) The associated Greenhouse gas emissions tonnes CO2 equivalent has been calculated using the Government's conversion factors for reporting and HM Environmental reporting guidelines.
(3) The chosen intensity measurement ratio is total gross emissions in metric tonnes CO2e per full time employee (FTE).

Energy efficiency measures

WCS Care have commissioned the latest ESOS audit in 2023, however the works are still on-going for the findings to be reported. Our ESOS (Energy Savings Opportunities Scheme) energy audit was undertaken in 2019 in accordance with the principles of the ISO 50002 and the British Standards Institution energy audits requirements. The Summary findings recommended to replace high energy lighting with LED equivalent. WCS has replaced florescent lights in two additional Home's receptions and corridors and where existing florescent lights fail these are upgraded to LED as a matter of course.

In 2023-24, as part of the work we are taking forward in relation to our Asset Management Strategy we will put mechanisms in place to monitor and improve our energy consumption and carbon footprint where it is feasible to do so.

Related parties

The organisation has one wholly owned subsidiary, which was active during the year: Common Lane Developments Limited (CLDL). The charity acquired the entire share capital of CLDL in May 2013 and developed the site it owns in Kenilworth into an 84-bed specialist residential dementia care home which completed in December 2016. CLDL will continue to operate as a development company for WCS Group Limited. It developed Woodside Care Village during 2019.

Significant contracts

The charity has a care contract with Warwickshire County Council (WCC) which has been extended for a further 5 years from 2021. The contract involves delivering residential care services to older people and people with disabilities and provides the charity with around half of its income with the remainder generated from sales to private individuals or other public authorities.

Key performance indicators
Each home within the residential care operation prepares a monthly Management Report which includes key performance indicators to ensure each part of the business is compliant with the following standards which are internally audited. The KPI standards include overall care quality; safety; effectiveness of operations; responsiveness; and the homes being well led.

Public benefit
The charity trustees have complied with the requirement contained in section 17 of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charity Commission in exercising their duties.

Service users who are not able to fund their place entirely from their own resources are normally subsidised by their local authority, predominately Warwickshire County Council, following an assessment of care needs. In this way, the charity is able to ensure that individuals across the whole community are able to benefit from the high-quality services WCS offers.

Fees charged to service users are commensurate with maintaining the financial viability of the organisation.

Statement of Directors' responsibilities
The directors are responsible for preparing the report of the trustees incorporating the strategic report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charity and of the incoming resources and application of resources, including the income and expenditure, of the group and charity for the year. In preparing those financial statements the directors are required to:

- select suitable accounting policies and then apply them consistently
- make judgments and accounting estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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 requirements of 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.

Independent auditor
A resolution to reappoint CROWE U.K. LLP as auditor to the charity will be proposed at the annual general meeting.

Report of the Trustees including the strategic report (Continued)

People management
An extensive programme of training on organisational values and aspirations continued to be delivered to staff across the organisation to ensure values are shared and cascaded into all areas of care and practice. The charity promotes strong culture, leadership and innovation at all levels of WCS Care and individual homes.

Staff turnover decreased to 24% during the year (2022 - 37%) however, still above the internal target of 20%. A combination of factors have contributed to the high turnover which include: care sector low wages failing to attract and retain staff; the opening up of the economy post covid restrictions has seen demand from all sectors to recruit staff as well as some sectors who relied on staff from Europe now competing domestically.

WCS has in place Conditions of Service which comply with legislation, are flexible, support the organisation's values and objectives, and which promote employee satisfaction. They include:

- full and fair consideration of applications for employment made by disabled persons, having regard to their particular aptitudes and abilities
- continuing the employment of, and arranging training for, employees who have become disabled persons while employed
- the training, career development and promotion of disabled persons

Staff salaries (including KMP) are benchmarked against similar organisations, recruitment guidance and 3rd parties' advice is also taken to ensure that they are reasonable and in line with the sector.

Sickness absence was impacted by Covid-19 in the previous year and has now decreased to 6.6% for the year (2022 – 7.7%) but still is higher than the internal target of 5.5%.

Approval of the report of the trustees and the strategic report
The Report of the trustees incorporating the strategic report has been approved by the Board of Directors and is signed on behalf of the board by:

A F Levett - Chairman

10th July 2023

AF Levett

Independent auditor's report to the members of WCS Care Group Limited

Opinion

We have audited the financial statements of WCS Care Group Limited ('the charitable company') and its subsidiary ('the group') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, Group Balance Sheet, Company Balance Sheet, Statement of Consolidated Cash Flow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).
In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2023 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions related to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Independent auditor's report to the members of WCS Care Group Limited (continued)

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the Directors' report and the Strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report included within the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 24, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Independent auditor's report to the members of WCS Care Group Limited (continued)

Auditor's responsibilities for the audit of the financial statements

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context were the CQC Regulations, General Data Protection Regulations and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and accuracy of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance Committee about their own identification and assessment of the risks of irregularities, designing audit procedures over income, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Independent auditor's report to the members of WCS Care Group Limited (continued)

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.

Kerry Brown
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
Black Country House
Rounds Green Road
Oldbury
B69 2DG

Date 11 August 2023

Consolidated statement of financial activities (including income and expenditure account) for the year ended 31 March 2023

	Notes	Unrestricted funds £000	Restricted funds £000	Total funds 2023 £000	Total funds 2022 £000
Income					
Income from Charitable Activities					
Provision of care services	2	26,135	-	26,135	23,405
Other income	2	-	-	-	13
Donations	2	77	-	77	1,413
Investment income	4	100	-	100	2
Total Income		26,312	-	26,312	24,833
Expenditure					
Charitable expenditure:					
Care operating expenses	6	24,844	-	24,844	21,893
Total charitable expenditure		24,844	-	24,844	21,893
Interest payable	5	588	-	588	474
Total Expenditure		25,432	-	25,432	22,367
Net income before other recognised gains and losses	7	880	-	880	2,466
Net income and net movement in funds for the year		880	-	880	2,466
Reconciliation of funds					
Fund balances brought forward at 1 April	17	21,357	-	21,357	18,891
Net movement		880	-	880	2,466
Fund balances carried forward at 31 March	17	22,237	-	22,237	21,357

The notes on pages 33 to 44 form part of these financial statements.

Balance sheet as at 31 March 2023

	Notes	Group		Company	
		2023	2022	**2023**	2022
		£000	£000	**£000**	£000
Fixed Assets					
Tangible Assets	8	**28,955**	29,063	**28,892**	29,070
Investments	9	**-**	-	**-**	-
		28,955	29,063	**28,892**	29,070
Current Assets					
Debtors	10	**1,478**	1,423	**1,564**	1,482
Cash at bank and in hand		**8,731**	8,325	**8,729**	8,280
		10,209	9,748	**10,293**	9,762
Creditors: amounts falling due within one year	11	**(4,875)**	(2,640)	**(4,870)**	(2,636)
Net current assets		**5,334**	7,108	**5,423**	7,126
Total assets less current liabilities		**34,289**	36,171	**34,315**	36,196
Creditors: amounts falling due after more than one year	12	**(12,052)**	(14,814)	**(12,052)**	(14,814)
Net assets		**22,237**	21,357	**22,263**	21,382
Funds					
Unrestricted fund	17	**22,237**	21,357	**22,263**	21,382
Restricted fund	15	**-**	-	**-**	-
Total funds		**22,237**	21,357	**22,263**	21,382

Company Number: 02713150
Charity only results for the year: surplus of £881k.

The financial statements on pages 30 to 47 were approved and authorised for issue by the board of directors on 10th July 2023 and were signed on its behalf by:

A F Levett - Chair



Statement of Consolidated Cash flow for the year ending 31 March 2023

	Notes	2023	2022
		£000	£000
Cash provided by operating activities	18	**3,230**	4,389
Cash flows from investing activities			
Interest income		**46**	2
Purchase of tangible fixed assets		**(1,319)**	(676)
Corporation tax	24	**-**	-
Cash used in investing activities		**(1,273)**	(674)
Cash flows from financing activities			
Cash outflow from repayment of borrowings		**(971)**	(885)
Cash inflows from new borrowings		**-**	-
Interest payable		**(580)**	(474)
Cash used in financing activities		**(1,551)**	(1,359)
Increase in cash and cash equivalents in the year	19	**406**	2,806
Cash and cash equivalents at the beginning of the year		**8,325**	5,519
Total Cash and cash equivalents at the end of the year		**8,731**	8,325
Cash and cash equivalents			
Cash and bank and in hand		**8,731**	8,325
Cash and cash equivalents		**8,731**	8,325

Note: All cash and cash equivalents are held in instant access deposit accounts.

Notes to the Financial Statements for the year ended 31 March 2023

1. Accounting policies

WCS Care Group Limited is a company limited by guarantee, registered in England and Wales with registration number 02713150, and a registered charity, number 1012788. The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102),the Charities Act 2011 and the Companies Act 2006.

Basis of Preparation and Going Concern

The financial statements have been prepared on a going concern basis.

Given the strength of the balance sheet and availability of cash, the members of the Board believe that, while uncertainty exists, this does not pose a material uncertainty that would cast doubt on the group's ability to continue as a going concern. The Board, therefore, consider it appropriate for the accounts to be prepared on a going concern basis.

Basis of consolidation

The consolidated statement of financial activities, income and expenditure account, cash flow statement and balance sheet include the financial statements of the charity and its subsidiary undertaking made up to 31 March 2023 on a line-by-line basis. Intra-group sales and surpluses are eliminated fully on consolidation. Uniform accounting policies are applied across the whole group.

The charity has also taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirements to present a charity only Statement of Cash Flows and certain disclosures about the charity's financial instruments within the consolidated financial statements. No separate Statement of Financial Activities ("SOFA") has been prepared for the charity alone as permitted by Section 408 of the Companies Act 2006.

Tangible fixed assets

Property and equipment is stated at cost less accumulated depreciation and impairment charges.

Freehold land and buildings

Freehold land and buildings are capitalised at cost. Freehold land is not depreciated. New freehold buildings are depreciated on a straight-line basis over their estimated useful economic life of 50 years commencing with the completion of the building or its acquisition. Capital expenditure incurred by the charity on refurbishing or improving older freehold properties acquired is capitalised. Depreciation on these properties is provided on a straight-line basis over the expected economic life of the improvements, commencing with the period in which the improvement or refurbishment project is concluded. An average economic life of 25 years is used as a basis.

Other tangible fixed assets

Items costing over £1,500 each are capitalised. The cost of fixed assets comprises their purchase cost, together with any incidental costs of acquisition.

Depreciation is calculated so as to write off the cost of tangible fixed assets less their estimated residual values, on a straight-line basis over the expected useful economic lives of the assets concerned. The principal annual rates used for this purpose are:

	%
Equipment, fixtures and fittings	20 – 33%

Leases
Rentals paid under operating leases are charged to the income and expenditure account on a straight-line basis over the lease term. To note, the risks and rewards stay with the lessor.

Investments
Fixed asset investments include investment in subsidiaries which are stated at cost less any impairment.

Investment income
Interest income is accounted for on a receivable basis and is accrued up to the balance sheet date.

Income from provision of care services
Income, which excludes value added tax, represents revenue from residents and local authorities for care services. This revenue is recognised as the services are provided.

Legacies
Legacies are recognised when they are received or, if before receipt, there is sufficient evidence to provide the necessary certainty that the legacy will be received and the value can be measured with sufficient reliability.

Expenditure
Expenditure in relation to charitable activities is included on an accruals basis, inclusive of any value added tax which cannot be recovered.

Support costs
Support costs include all expenditure not directly attributable to the day-to-day operation of providing care services. Governance costs are included in support costs and include external audit, legal and all costs related to complying with statutory and constitutional requirements.

Bad debts
Specific provision is made for those debts which are not considered recoverable.

Government grants
Revenue grants are credited to the statement of financial activities. The grants are recognised in the income statement in line with meeting the criteria of those grants and the occurrence of qualifying expenditure.

Pension costs
The charity operates its own Stakeholder Pension Scheme and makes contributions based on length of service. The charity has also implemented an Auto Enrolment Scheme making contributions that follow the requirements of the relevant legislation. The cost of contributions is charged to the statement of financial activities as incurred.

Taxation
Taxation has not been provided on the net income for the year on the grounds that Part 11 of the Corporation Tax Act 2010 applies (tax exemption for charitable companies).

Funds structure

Unrestricted funds
Fund available to the charity to reinvest in the services it provides.

Restricted fund
In the year, the charity did not receive any restricted funds (donations and grants that could only be used for specific purposes)

Judgements in applying accounting policies and key sources of estimation uncertainty
The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities and the disclosure of contingent liabilities at the date of the financial statements. If, in the future, such estimates and assumptions, which are based on management's best judgement at the date of the financial statements, deviate from the actual circumstances, the original estimates and judgements will be modified as appropriate in the year in which the circumstances change.

Impairment of debtors
The group makes an estimate of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including ageing profile of debtors and historical experience.

Useful economic lives of tangible assets
The annual depreciation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets.

2. Income

Provision of care services

The total income of £26,212,000 has arisen entirely within the United Kingdom and includes a total of £11,041,000 which is received from WCC under a contract for the provision of care services (2022 £9,315,000). During the year, donated gift-in-kind PPE in relation to Covid-19 was received £77,000 (2022 £1,426,000):

	Unrestricted funds £000	Restricted funds £000	Total funds 2023 £000	Total funds 2022 £000
Income from charitable activities	**26,135**	**-**	**26,135**	**23,405**
Job retention scheme	-	-	-	13
Other Income	-	-	-	13
Infection control grants	-	-	-	1,288
Government portal PPE	77	-	77	125
Donations	**77**	**-**	**77**	**1,413**

3. Employee information

The members of the Management Committee, who are directors of the charity, receive no remuneration for their services to the charity but are reimbursed for incidental expenses associated with attendance at committee and other meetings. The total of expenses for travel and subsistence reimbursed in the year related to 2 Trustees, amounting to £311.(2022: £1,000).

The cost of indemnity insurance for the trustees was £840 (2022: £840).

The cost of employing staff during the year was:

	Group		Company	
	2023 £000	2022 £000	**2023 £000**	2022 £000
Staff costs				
Wages and salaries	**16,498**	14,930	**16,498**	14,930
Social security costs	**1,025**	826	**1,025**	826
Pension costs	**363**	325	**363**	325
Total staff costs	**17,886**	16,081	**17,886**	16,081

Staff costs include expenditure on agency staff of £2,519,000 (2022: £2,406,000).

The average monthly number of persons employed within the charity by business activity was:

	2023	2022
	Number	Number
Residential care	**794**	797
Support Services	**37**	29
	831	826

The following number of employees received remuneration (excluding pension contributions) falling within the following ranges:

	2023	2022
	Number	Number
£60,001 – £70,000	**1**	0
£70,001 – £80,000	**0**	2
£80,001 – £90,000	**2**	1
£90,001 – £100,000	**1**	1
£100,001 - £110,000	**1**	0

All of the above 5 (2022: 4) were members of a money purchase scheme for which the employer's contributions were £62,824 (2022: £56,000).

The key management personnel of the group and the charity comprise of the Chief Executive, Finance Director, Director of Quality and Compliance and Director of Marketing and Communications. The total remuneration was £468,528 (2022: £444,000).

4. Investment income

	Group		**Company**	
	2023	2022	**2023**	2022
	£000	£000	**£000**	£000
Interest receivable on short term deposits and other bank balances	100	2	100	2
	100	2	100	2

5. Interest payable

	Group		Company	
	2023	2022	**2023**	2022
	£000	£000	**£000**	£000
Interest payable on bank loans	588	474	588	474
	588	474	588	474

6. Charitable expenditure

Care operating expenses of £24,844k (2022: £21,893k) include the following support charges:

	Group		Company	
	2023	2022	**2023**	2022
	£000	£000	**£000**	£000
General office and finance staff	**1,637**	1,446	**1,637**	1,446
Premises	**98**	72	**98**	72
Training	**70**	82	**70**	82
Marketing	**62**	56	**62**	56
Information and communications technology	**418**	316	**418**	316
Banking and finance charges	**26**	57	**26**	57
Legal and professional	**119**	96	**119**	96
Governance costs	**49**	47	**48**	45
	2,479	2,172	**2,478**	2,170

7. Net income for the year

	Group		Company	
	2023	2022	**2023**	2022
	£000	£000	**£000**	£000
Depreciation charge for the year:				
Tangible owned fixed assets	1,463	1,313	1,463	1,313
Auditor's remuneration for:				
Audit	20	29	19	29
Other services		-		-
Operating lease rentals:	13	13	13	13
Other leases				
Expenditure on furnishings and equipment in refurbished premises	81	52	81	52
	1,577	1,407	1,576	1,407

8. Tangible assets

Group

	Freehold Land and Buildings £000	Fixtures Fittings and Equipment £000	Motor Vehicles £000	Total £000
Cost				
At 1 April 2022	**42,435**	**4,222**	**15**	**46,672**
Additions	70	1,250	35	1,355
Disposals	-	-	-	-
At 31 March 2023	**42,505**	**5,472**	**50**	**48,027**
Depreciation				
At 1 April 2022	**14,531**	**3,062**	**15**	**17,609**
Charge for the year	775	681	7	**1,463**
Eliminated in respect of disposals	-	-	-	-
At 31 March 2023	**15,307**	**3,743**	**22**	**19,072**
Net Book Value				
At 31 March 2023	**27,199**	**1,728**	**28**	**28,955**
At 1 April 2022	27,904	1,159	-	29,063

8. Tangible assets

Company

	Freehold Land and Buildings £000	Fixtures Fittings and Equipment £000	Motor Vehicles £000	Total £000
Cost				
At 1 April 2022	42,442	4,222	15	46,679
Additions	-	1,250	35	1,285
Disposals	-	-	-	-
At 31 March 2023	**42,442**	**5,472**	**50**	**47,964**
Depreciation				
At 1 April 2022	14,531	3,063	15	17,609
Charge for the year	775	681	7	1,463
Eliminated in respect of disposals	-	-	-	-
At 31 March 2023	**15,306**	**3,744**	**22**	**19,072**
Net Book Value				
At 31 March 2023	**27,136**	**1,728**	**28**	**28,892**
At 1 April 2022	27,911	1,159	-	29,070

The net book value at 31 March 2023 represents fixed assets used entirely for direct charitable purposes.

9. Fixed asset investments

WCS Care owns 100% of the share capital of the following group company:

Company	Principal activity
Common Lane Developments Limited Company number: 07582043 Incorporated in England in March 2011	Construction development services

The liability of WCS Care as a member of Common Lane Developments Limited is £799; 100% of the ordinary share capital. The Company made a loss for the year: £1,000 (2022: £0). The subsidiary has net assets of £4,000 (2022: net assets of £5,000).

10. Debtors

	Group		Company	
	2023	2022	**2023**	2022
	£000	£000	**£000**	£000
Amounts falling due within one year				
Trade debtors	1,136	1,242	1,136	1,242
Amounts owing from subsidiary undertakings	-	-	91	61
Taxation recoverable	5	2	-	-
Prepayments and accrued income	337	179	337	179
	1,478	1,423	1,564	1,482

11. Creditors: amounts falling due within one year

	Group		Company	
	2023	2022	**2023**	2022
	£000	£000	**£000**	£000
Bank loans	**2,751**	961	**2,751**	961
Payments received on account	-	135	-	135
Trade creditors	**519**	429	**516**	428
Amounts owing to subsidiary undertakings	-	-	-	-
Other taxation and social security	**238**	179	**238**	179
Other creditors	**7**	8	**7**	8
Accruals	**1,360**	928	**1,358**	925
	4,875	2,640	**4,870**	2,636

12. Creditors: amounts falling due after more than one year

	Group		Company	
	2023	2022	**2023**	2022
	£000	£000	**£000**	£000
Bank loans	12,052	14,814	12,052	14,814
	12,052	14,814	**12,052**	14,814

Bank loans are repayable as follows:

	Group		Company	
	2023	2022	**2023**	2022
	£000	£000	**£000**	£000
In one year or less	2,751	960	2,751	960
Between one and two years	963	2,736	963	2,736
Between two and 5 years	3,191	2,785	3,191	2,785
In 5 years or more	7,898	9,293	7,898	9,293
	14,803	**15,774**	**14,803**	**15,774**

The charity has four loan facilities, which are fully drawn, their remaining balances are: (1) £1.9m variable loan to July 2023. (2) Fixed loan of £3.0m to 2030. (3) Fixed loan of £4.6m to 2028. (4) £5.3m variable loan to 2043.

On 13 May 2013 the charity entered into a debenture with The Royal Bank of Scotland plc to secure loan facilities by way of a fixed charge over all property, plant & machinery, goodwill, investments in subsidiaries and intellectual property. There is a floating charge over its undertaking and all its other property, assets and rights owned now or in the future which are not subject to an effective fixed charge under the debenture.

13. Employee benefit obligations

Defined contribution scheme

The charity participates in a Stakeholder Pension Scheme operated by Aviva which meets the government's Auto Enrolment requirements. This scheme was closed to new entrants in March 2015. Charity contributions range from 3% to 6% dependent on length of service and the level of contribution made by employees, which is flexible and governed by the Stakeholder Pension Scheme rules. On 1 April 2014 the charity implemented an Auto Enrolment Scheme making contributions that follow the requirements of the relevant legislation. At present, employee and employer contributions are 3%.

The total pension cost for the charity for the defined contribution schemes in the current year was £363,000 (2022: £325,000).

14. Deferred grants

There are no deferred grants.

15. Restricted funds – Group and Charity

During the year the charity did not receive any restricted funds (donations and grants that could only be used for specific purposes).

Analysis of restricted fund movements

	Fund Balance brought forward	Income	Expenditure	Fund balance carried forward
	1 April 2022	**2022/23**	**2022/23**	**31 March 2023**
	£000	**£000**	**£000**	**£000**
Donations	0	-	-	0

16. Designated fund

The charity does not have any designated funds which have been set aside by the trustees.

17. Other charitable fund

The other charitable funds of the charity are represented by the following balances and movements in the year related to operational surpluses.

	Group		Company	
	2023	2022	**2023**	2022
	£000	£000	**£000**	£000
At 1 April	21,357	18,891	21,382	18,916
Net income	880	2,466	881	2,466
At 31 March	**22,237**	21,357	**22,263**	21,382

18. Reconciliation of changes in resources to net cash inflow from continuing operating activities

	2023	2022
	£000	£000
Net income for the period	**880**	2,466
Depreciation on tangible fixed assets	**1,463**	1,313
Interest receivable	**(46)**	(2)
Interest payable	**580**	474
Increase in trade debtors	**(519)**	499
Increase in prepayments and other debtors	**(161)**	(48)
Increase in trade creditors	**51**	153
Increase in accruals and other creditors	**982**	(16)
Net cash inflow from continuing operating activities	**3,230**	4,839

19. Analysis of changes in net debt

	1 April 2022	Cash flows 2022/23	Financing charge 2022/23	31 March 2023	1 April 2021	Cash flows 2021/22	Financing charge 2021/22	31 March 2022
	£000	£000	£000	£000	£000	£000	£000	£000
Cash at bank and in hand	8,325	406	-	8,731	5,519	2,806	-	8,325
Debt due within 1 year	(960)	1,551	(3,342)	(2,751)	(845)	885	(1,000)	(960)
Debt due after 1 year	(14,814)	(580)	3,342	(12,052)	(15,814)	-	1,000	(14,814)
	(7,449)	1,377	-	(6,072)	(11,140)	3,691	-	(7,449)

20. Capital commitments

Planning works have commenced for extensions at a number of care homes, as at year-end, no contracts had been entered into forming any legal commitments.

21. Financial commitments

At 31 March 2023 the Group and Company had annual commitments under non-cancellable operating leases as follows:

	2023		2022	
	Land and Buildings	Other	Land and Buildings	Other
Group and company				
Expiring within one year	-	11	-	11
Expiring between two and five years inclusive	-	3	-	13
	-	14	-	24

22. Contingent liabilities

At 31 March 2023 the Group and Company had no contingent liabilities (2022: £nil).

23. Related party transactions

The organisation has one wholly owned subsidiary which was active during the year, Common Lane Developments Limited (CLDL), registered at Newlands, Whites Row, Kenilworth, CV8 1HW. The charity acquired the entire share capital of CLDL in May 2013 and the company is used to redevelop care homes for WCS Care Group limited. During the year CLDL had 4 work-in-progress developments. In year movement of inter-company balance of £30k. Amount owned by CLDL to WCS Care as at 31 March 2023 is £91k (2022: £61k). There are no other related party transactions.

24. Allocation of Net Assets between funds – Current Year

	Group			Company		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	**Total**
Tangible Fixed Assets	28,955	-	**28,955**	28,892	-	**28,892**
Net Current Assets / (Liabilities)	5,334	-	**5,334**	5,423	-	**5,423**
Long-Term Liabilities (> 1 yr)	(12,052)	-	**(12,052)**	(12,052)	-	**(12,052)**
	22,237	-	**22,237**	22,263	-	**22,263**

Allocation of Net Assets between funds – Prior Year

	Group			Company		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	**Total**
Tangible Fixed Assets	29,063	-	**29,063**	29,070	-	**29,070**
Net Current Assets / (Liabilities)	7,108	-	**7,108**	7,126	-	**7,126**
Long-Term Liabilities (> 1 yr)	(14,814)	-	**(14,814)**	(14,814)		**(14,814)**
	21,357	-	**21,357**	21,382	-	**21,382**

WCS CARE GROUP LIMITED

England & Wales - Charity number 1012788

Accounts

Every day well lived

WCS Care Group Limited
Annual report and consolidated financial statements

For the year ended 31 March 2022



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Reference and administrative details of the charity, its trustees and advisors

Registered name:	WCS Care Group Limited
Also known as:	WCS Care
Registered company:	02713150
Registered charity:	1012788
Registered office	Newlands Head Office Whites Row Kenilworth CV8 1HW
Trustees:	A F Levett - Chairman B C Cressey L E Middleburgh A J Last J A Matthews S E Dobinson R L Merchant M R Andrews R L Warwick T M Banks N Weatherburn E J Basten (appointed on 27th September 2021)
Executive Team:	E J Russell – Chief Executive P C Parekh – Director of Finance and Company Secretary K Salt – Director of Quality and Compliance J Cheshire – Director of Communications and Marketing J Rose – (Co-opted) Head of People and Support Services
Independent Auditor:	Crowe U.K. LLP Statutory Auditor Black Country House Rounds Green Road Oldbury B69 2DG
Solicitors:	Wright Hassall LLP Olympus Avenue Leamington Spa Warwickshire CV34 6BF
Bankers:	The Royal Bank of Scotland Sheffield Branch 5 Church Street Sheffield S1 1HF

Welcome from the Chair of the Board

As a charity providing residential care to those who pay their own fees and those who receive help, we pride ourselves on making sure the quality of that care is not dependant on the way we are paid. Further we aim to delivery high quality care, conscious that every day is important for those we look after.

Pursuing this aspiration, we make our strategic plans against the backdrop of major changes in the Government's aspiration for the sector. Integrated care commissioning, a care costs cap, fair funding for social places and the right of anyone to ask the local authority to commission their care will mean contract and costs might well overshadow the critical matter of quality. We hope not.

As the impact of the pandemic slowly recedes our attention has turned to kick-starting our refurbishment programme, implementing investment programmes and ensuring that our smaller homes can be scaled up to remain financially viable. High numbers of people have trusted us which has been reflected in our exceptional occupancy rates. We are delighted to be valued by local commissioners and private citizens alike to deliver care as we believe it should be – person-focussed.

It has been more important than ever for WCS to be an employer people want to work for and stay with. This, coupled with effective and efficient delivery processes underpin our focus on quality and the achievement of our goals. Utilising technology and commissioning research, where necessary, to support care delivery, and data collection have helped tremendously.

In September the Board revisited the 5-year strategic plan at the two-year point making small changes to the direction and terminology to reflect emerging trends. It has served the company well, coupled with the COVID response strategy.

The foresight of the Board and the sound, pragmatic oversight by the non-executive directors (all unpaid) has kept plans in sharp focus. Driven by an exceptionally talented Executive I anticipate further strong progress this year. I thank them all for their commitment and diligence.

We welcome Elizabeth Basten who joined the Board during the year.

Adrian Levett - Chair of the Board

And a word from our Chief Executive

Behind our ambition for Every Day Well Lived, we hold a deep belief - it is the intersection of the powerful forces of recognising we need to continually make the care homes we operate for our residents and families better than the alternatives, alongside having great staff and great accommodation, that will allow us to continue to innovate the future of care and of our charity.

Thanks to the power of centuries-old values paired with cutting-edge technologies, WCS is shaping the new face of care home provision. In 2021, in line with its drive to continuously improve its understanding of consumer aspirations, our charity installed the first wireless acoustic monitoring innovations in the UK, and began setting up academic studies into circadian rhythm lighting, providing a glimpse into the future of care.

2021 was a historic year for WCS. Thanks to the expertise, passion, and engagement of our 800 employees, WCS achieved the coveted Investors in People Gold award and won the Local Authority Building Design Award for Woodside Care Village. We went on to achieve record occupancy levels giving us the financial foundation to reinvest and enable the launch of our five-year investment programme to refurbish all of our homes, and continue to invest in our staff, ultimately delivering on our social commitments to continually improve the quality of life in WCS care homes, partly through our new activity and music programmes, and influence the wider sector via our innovation outreach.

2021 has not been without its challenges for WCS as both workforce availability and rising inflationary and utility costs have challenged the sector and these will remain on WCS's watch list for innovation and stress testing in the year ahead.

Today, choosing a care home enabling a quality of life is no longer a dream. It is already possible. But as private care becomes less affordable for more and more people, the challenge moves to local authorities, who need to step up and pay for individuals whose savings have been used up and can no longer afford to pay for their own care. It remains to be seen whether the new Social Care Levy will be able to meet the shortfall in funding which currently exists and looks set to become worse.

I'd like to note some steadfast principles that are worth repeating. The first is that I am proud of our continuing social impact support and that approximately 250 socially funded people benefit from WCS Care's charitable support every year - leading to a significant annual charitable contribution to Warwickshire residents. Second, while we don't run our charity worrying about dividends for shareholders, in the long run our financial strength through turbulent times is a measure of the progress we have made over the years to deliver on our ambitions under the stewardship of strong governance from a dedicated board of trustees and an amazing workforce that continually outperform the sector.

It remains for me to express my heartfelt thanks to each and every one of our support staff and carers. We are so grateful. Being a social care worker is more than a job; it is a calling. We are also truly grateful for the continued support behind the scenes from all of our customers. We are so grateful for the pleasure in serving you.

Ed Russell – Chief Executive

Report of the Trustees including the strategic report

Introduction
The Trustees, who are also the directors of the company, present their report and the audited, consolidated financial statements for the year ended 31 March 2022.

Who we are: our story

WCS Care is a Warwickshire-based charity established in 1992. We operate 13 residential care homes, providing accommodation, 24-hour personal care, and support to nearly 600 older people and people of working age who may find it difficult to manage daily life at home, many of whom are socially funded through our long-established partnership with Warwickshire County Council.

Residential homes provide residents with a safe place where they are looked after according to their needs, such as help with washing, dressing, toileting, administering medication and mobility. The word 'resident' means that people can treat the setting as their home and live there with access to the services available on site.

Our ambition is that every day is well lived for our residents: every day we invite people to choose the things they want to do and try new opportunities.

Our care model outlines how we achieve a day well lived; this is developed around our values and the individual character of each of our 13 care homes.

Our values are that every day we *play*, *make someone's day*, *be there* and *choose our attitude*. The standard we walk past is the standard we accept.

Four essential building blocks to deliver a day well lived are:

Our principles
- Fair fees
- Home for life
- Always improving
- Sharing with sector
- Partnership

Enabling environments
- Small self-sufficient households
- Lifestyle options – living a life that is familiar
- Communal/active space in addition to living space
- Spending time outdoors
- Circadian lighting which promotes wellbeing
- Attractive and comfortable decor

High quality care
- People
- Behaviours
- Systems/policies
- Funding
- Technology

Financial sustainability
- Sustainable fee levels and occupancy
- Strong financial leadership and management
- Commercial and prosocial

Key behaviours to support and enable this are:
- Passionate leadership
- Strong communication
- Value driven
- Innovative
- Effective and robust governance
- Active risk management

Report of the Trustees including the strategic report (Continued)

Objectives for the year

We have an ambitious strategy which focuses on providing environments and staff that deliver quality of life for the people who choose to live with us. Our strategy has seven key threads:

1. Consistently articulating a model of who we are
2. Engaging with key partners and decision makers
3. Differentiating our village and residential offerings
4. Continuing to offer a range of options for customers, including those who are socially funded
5. Refurbishing older buildings and planning new developments
6. Developing future design based on the village concept
7. Reviewing assets for reinvestment into our homes and people

Achievements and performance

What our customers told us

We're delighted our customers continue to rate us highly and as a learning organisation we're committed to continual improvement.



of customers are satisfied with, or would recommend, our homes to others

WCS's customers also continue to independently review us on carehome.co.uk giving:

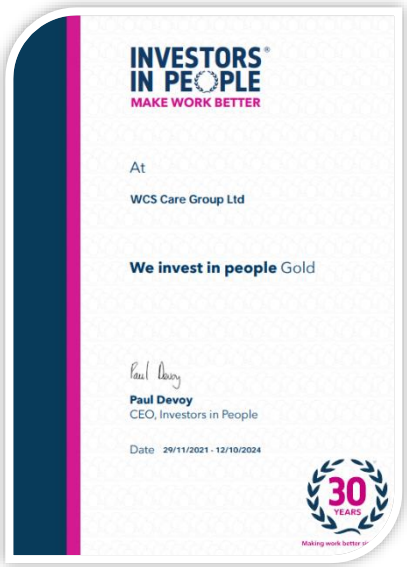
carehome.co.uk

WCS a rating of 9.5 out of 10



Report of the Trustees including the strategic report (Continued)

Investors in People – Gold



WCS Care have been accredited through Investors in People for 26 years since 1996 and in December, WCS Care's accreditation level improved from Silver to Gold level.

It was noted that the charity had made significant improvements in most of the themes, despite the distraction of the pandemic and its impact on the care sector, and that this achievement is testimony to the resilience of our performance culture.

It was also noted that our team members have real pride and passion for the work they do, feel that they are trusted in their roles and enabled to make changes and challenge when needed.

Only 19% of Investors in People accredited organisations achieve the gold level, and of those just 11% are health and care settings.

Regulatory requirements

Under Covid conditions WCS passed all of our CQC and local authority inspections against stringent infection control requirements, thanks to the management of our homes.

WCS Care Group: Fundamental Standards inspected by CQC - 04.03.22

Key: Outstanding; Good; Requires improvement; Inadequate

		Safe	Caring	Effective	Responsive	Well-led	Overall rating
Attleborough	14/10/2019						REQUIRES IMPROVEMENT
Dewar	21/05/2019						OUTSTANDING
Drayton	25/06/2019						REQUIRES IMPROVEMENT
Drovers House	23/12/2019						GOOD
Castle Brook	18/12/2019						GOOD
Fairfield	26/09/2018						GOOD
Four Ways	22/06/2021						GOOD
Limes	09/08/2018						GOOD
Mill Green	04/06/2019						GOOD
Newlands	11/06/2019						GOOD
Sycamores	19/02/2020						GOOD
Westlands	14/01/2020						GOOD
Woodside	22/02/2016						GOOD

During the past 12 months WCS has had one full inspection at Four Ways, in Leamington Spa, which achieved an overall rating of Good with Good in all areas.

Our two homes that were rated Requires Improvement over two years ago may be inspected soon as the CQC starts to conduct inspections more frequently again.

Building design award

In November Woodside Care Village in Warwick won the Regional Local Authority Building Control (LABC) People and Place Award for New Housing – Best Purpose-Built Accommodation. This was followed shortly after in January with a win at the national final.



Woodside Care Village features cutting edge circadian lighting and night-time acoustic monitoring technology, along with its own spa, hair salon, cinema, shop, launderette, and gardens with a bike

track, outdoor gym equipment and water features, all arranged around an outdoor plaza that's like a typical village square.

Statement by the directors in performance of their statutory duties in accordance with s172 (1) Companies Act 2006

Stakeholder engagement

The Charities stakeholders are:

- Residents, including their families
- Staff members
- Other stakeholder relationships include: Warwickshire County Council, NHS, Local Charities, Suppliers, and voluntary sector
- The Charity's trustees, who are regularly engaged throughout the year particularly through Board and Committee meetings, and regular visits to the care homes

Structure, management and governance

WCS Care Limited is an independent charity, formed in 1992. The charity is registered with 12 trustees (Board of Directors), during the year there were 12 active members.

The Board of Directors has a wide portfolio of expertise and experience in health care, human resources, finance, property and other disciplines.

In accordance with the Charity's Articles of Association, members of the Management Committee retire every 3-year cycle, serving a maximum of 9 years. Those offering themselves for re-election are those who have served the longest since their election or re-election.

Jayne Matthews and Alison Last retired by rotation and will offer themselves for re-election at the annual general meeting.

Trustee induction and training

Induction includes a Trustees Handbook; comprehensive sessions with each member of the Executive Leadership Team; and an in-depth tour of the organisation. Training is also carried out both with external agencies and via in-house training.

The Board provide support and leadership to the Executive Team on the direction and strategy of the Charity and in fulfilling its role has established the following system of management:

Management of organisation

The body responsible for the management of the charity is the Board of Directors / Trustees - (Management Committee). The Board has five scheduled meetings each year with other meetings arranged as necessary. Members are elected every three years and serve a maximum term of nine years, unless otherwise agreed. The maximum number of members that can be elected to the Board is 12. The Board elects the Chairman at the November Board Meeting.

Report of the Trustees including the strategic report (Continued)

The Board receives reports from four formally constituted committees which are reviewed annually:

- Quality and Practice, including the Safeguarding sub-group
- Finance, Risk and Audit
- Project Commissioning
- Governance

Each committee has specific terms of reference and functions delegated by the Board.

The Chief Executive and the Executive Team attend meetings of the Board. The Chief Executive attends the Committee meetings and is accompanied by members of the Executive Team as appropriate.

The Board has overall responsibility for ensuring the charity has an appropriate system of internal financial and managerial controls across the entire organisation.

The Executive Team meets monthly, the focus being on strategy, and financial and operational issues.

The Director of Finance is responsible for corporate governance as well as WCS's overall financial strategy including statutory accounts and business performance. The Director of Quality and Compliance is responsible for ensuring that WCS meets the quality and operational performance of WCS's care management system. The Director of Marketing and Communications is responsible for maintaining our brand and reputation, WCS's communication strategy and occupancy management. The Head of People and Support Services is responsible for delivery of WCS's human resources functions including the development of our culture.

The members of the Executive Team are supported by the three service managers in the management and development of the service. Service managers line manage a designated group of care homes and are responsible for the day-to-day operational management of the homes, with support from two support managers and our Quality Manager who is responsible for monitoring quality as part of our policy of continual improvement.

WCS is registered with the Care Quality Commission who monitor, inspect and regulate residential care services to make sure they meet fundamental standards of quality, and the charity complies with the Commission's Fundamental Standards.

Review of 2021/2022

The last year has once again been influenced by Covid, the virus variants which have emerged as the year progressed and the government's response and guidance for the sector. Like everyone, we looked forward to returning to the level of normality we're used to, however we also recognise that we're supporting some of the most vulnerable people in society and anticipated a lag between the lifting of restrictions in the wider community and those in care homes.

Report of the Trustees including the strategic report (Continued)

Residents and their families

Visiting

We believe visiting is an integral part of care home life.

In response to this, WCS has been able to safely provide a range of visiting options in our homes throughout the pandemic, including garden and window visits as well as visiting rooms and pods. We introduced the key role of Visitor Facilitator in each home, so visitors had a single point of contact to support their visits and ensure they were managed as safely as possible. Our online booking system has been used to book over 350 out-of-home visits and nearly 5,000 in-home visits.



Outdoor and visiting pod options available for loved ones at The Limes

As the government reviewed its approach to visiting and testing in care homes over the year, we responded pragmatically, making sure we met required guidelines, whilst also ensuring people were able to maintain their important connections with loved ones. For the second year, we held 'Christmas every day' throughout December and early January, inviting relatives to celebrate with their loved ones in our visiting rooms and enjoy a Christmas meal together.

Our continued use of spray gates, personal protective equipment (PPE), room fogging, temperature checks and regular testing alongside high vaccination take-up amongst residents and staff, all contributed to keeping infection rates in the homes low. And our dynamic risk assessments, supported by our colleagues in public health, helped us to minimise the impact on visiting where outbreaks did occur.

We would also thank Warwickshire County Council for the provision of high efficiency particulate air (HEPA) filters for each of the homes which we deploy in areas that are harder to ventilate.

Daily life

Refurbishments and improvements

We kick started our ambitious refurbishment plans in October with plans to refurbish all of our older buildings over the next five years, undertaking one home every three months. Work is planned to enhance not only internal spaces, but also improve the external appearance and maintenance of the homes.

Work has been completed at Sycamores in Leamington Spa and Drayton Court in Nuneaton.



Refurbished lounge in the classic lifestyle at Sycamores

Report of the Trustees including the strategic report (Continued)

Daily activities
Last year WCS invested in a Social Activity Manager to support our Lifestyle Coaches, musicians and social activity gurus to enhance our existing activities.



Mealtime experience
In most traditional care homes, residents are given an either-or choice at mealtimes. When we opened Woodside Care Village in 2019, we introduced an approach that gives residents over 40 main meals to choose from every day as well as soup, vegetable and pudding options, working with our long-standing innovation partner, apetito.
This means residents enjoy more variety and choice, it helps us to ensure meals are nutritiously balanced, and it provides a better, consistent mealtime experience for residents. The range also helps us to identify allergens and includes texture modified options which can help people with swallowing difficulties to enjoy tasty food.

This year we've brought apetito's food range to Attleborough Grange, in Nuneaton, and Mill Green in Rugby.

Music for dementia
Following the successful recruitment of our first Community Musician we now have three musicians employed across the group. We've also installed Alexas on every household in every home so residents can request their favourite music – and carers, who may not know the words to some of the older songs, can sing along with the words that appear on the screen.

We often hear about the power of music and for people living with dementia, when language understanding and verbal communication becomes harder, music can unlock the brain and people who can no longer speak or follow a conversation can often still sing and even recall lyrics.

Docobo
Having first been introduced to Docobo in our Innovation Hub several years ago, we were pleased to be part of a trial of the Doc@Home integrated care system at several of our homes in 2020. This successful trial has led to the system being introduced across Warwickshire's care homes with nine of WCS's homes now benefitting from this care system and implementation about to start at the tenth.

When a resident starts to become unwell, this digital platform allows carers to record a resident's observations and symptoms by answering a range of structured questions. This data is then transmitted to a secure clinical database ready for triage, contributing to faster, more appropriate treatment for residents.

Designed specifically for residential care the system has contributed to a reduction in unnecessary hospital admissions which can cause emotional and physical upset for residents, and the upskilling of carers.

Report of the Trustees including the strategic report (Continued)

Dechoker
Over the last year dechokers have been successfully used four times in WCS Care's homes. Introduced to all of the homes in 2021, the dechoker is an anti-choking device which is lightweight, easy to use and helps to remove food blockages which might be creating a choking hazard.

Staff members

Thanks to our dedicated staff, all of our services have remained open with all beds available despite covid variants and staffing shortages across the sector. Our quality of care has remained high, and visiting has remained open.



Care heroes 2021

Workwear
In the summer we introduced a range of brightly coloured workwear tops giving staff the opportunity to put a bit of personality into their workday by choosing what colour to wear to work. This change has also had a positive impact for residents who like to see the bright colours in the home.

We also celebrated each team member by presenting them personally with a fleece and individual gift tag, bearing the Care Hero 2021 strapline – something we continue to do for all new starters and have updated for 2022.

Pay awards
In October we thanked our frontline team members for their dedication to WCS with an interim pay award, introducing new additional payments that recognise qualifications, including sign language for those who work with our deaf residents, and responsibility for medication administration. Together with our weekend and overtime rates, we've focused on valuing experience and retention.

At the end of the financial year, we were pleased to let our colleagues know that their hourly pay would increase from the 1st April, with all staff paid above the national living wage and 50% of frontline carers paid the real living wage.

Vaccination uptake
We achieved over 98% vaccination uptake amongst staff members. This meant that when the time came for remaining staff to choose whether to be vaccinated or leave our employment, as required by law, we said goodbye to just 10 colleagues out of over 800 staff.

Successful team integration

February 2022 was the two-year anniversary of the transfer of local charity Deafinitely Independent's residents and staff to Woodside Care Village in Warwick. Feedback from residents, relatives and staff on the transition is positive.

70% of DI's original staff continue to work for the service and the team have not only maintained their original terms and conditions, but benefited from being part of a larger organisation with annual pay increases (two in the last financial year), access to Perkbox benefit platform for discounts on shopping and days out, and Health Assured for wellbeing advice and support.

Report of the Trustees including the strategic report (Continued)

The Potting Shed

Introduced in 2020, The Potting Shed is run by a team of staff volunteers who give their time to arrange events for staff and support them with their health and wellbeing. Linked to this support is our provision of Perkbox, a benefits platform with hundreds of shopping discounts, and access to Health Assured for free, confidential advice and support.

In December eight members of the team completed their Mental Health First Aiders course, creating a team of people who have been trained to provide staff with initial support and advice on where to seek further help and advice.

Other stakeholders

Suppliers: New ways of working

WCS Care is known in the care sector for our use of technology and embedding new, innovative ways of working. Our experience of thinking outside the box, trialling new approaches, learning fast and applying change held us in good stead during 2021/2022.

Improving sleep

If you've not heard of acoustic monitoring, it's a non-intrusive technology that listens to sleeping residents and is triggered by unusual sounds beyond a set level for each person's specific needs. If there's no sound from a resident's room, they're left to sleep in peace, rather than being disturbed by hourly door-checks throughout the night.



https://youtu.be/5HOeiupuo6o

WCS Care have championed the use of acoustic monitoring in the sector since we first retro-fit it in one of our newer homes in 2015. Within a year we experienced a 34% reduction in night-time falls and, after installing it in two further new-builds, were able to evidence a 55% reduction in falls across days and nights. In 2020 we installed a new Wi-Fi version of the acoustic system into The Limes, one of our older buildings, and became the first provider in the UK to monitor two sites from one location, using remote monitoring to support the night carers at this small residential home. This strategy has provided oversight and staff support for the night carers at The Limes, enhanced care quality and reduced night staff costs by 17%.

Having shared our acoustic story with the sector, Care Quality Commission (CQC) and Ministers of State for Care, we are pleased that this technology is now being supported via funding made available through the NHS Transformation Directorate and hope to benefit from this so that we can introduce this system to the rest of WCS's homes.

Report of the Trustees including the strategic report (Continued)

Human centric lighting

Over the last year we've been investigating how we can install a circadian system into our older buildings without causing disruption for residents and staff. We've also been working closely with Dr Shelley James of Age of Light Innovations who facilitated a Lighting Forum for us, hosting international organisations who have also installed human centric lighting, where we were able to share our experience and learn from that of others. And we've established a relationship with Oxford University who we're developing a PhD study with.



https://youtu.be/ZX2xpsSGrqE

Whilst this moves forward, we're building circadian lighting into plans for our new extensions at Fairfield in Bedworth.

Circadian lighting imitates nature's cycles of light and dark, as well as the changes in colour we experience from dawn to dusk. 80% of residents living in a WCS Care home for older people live with dementia. 1 in 5 people with Alzheimer's disease experience sundowning syndrome, sometimes called late-day confusion, but it can also happen generally to older people. 1 in 15 people in the UK suffer from Seasonal Affective Disorder (known as SAD syndrome) which, because we live in the northern hemisphere, tends to impact people more between September and April.

The conditions above, as well as a lack of sleep, can lead to depression, over-eating, poor concentration, memory problems, a lack of energy, confusion, loss of day orientation and changes in mood.

Exposure to natural light for as little as 10 to 15 minutes a day, can help to reduce or stop these symptoms.

During the day, circadian rhythm lighting replaces the sun indoors, and at night stops you being exposed to inappropriate blue/white light which can delay or disturb sleep patterns.



Circadian lighting at Woodside Care Village providing a soft, warm light in the evening

We installed circadian lighting into our latest home, Woodside Care Village in Warwick, and having seen the positive impacts it has for residents in this home and at Drovers House in Rugby where it's installed in communal areas and on one household, we're keen to bring its health and wellbeing benefits to residents across the group.

Small household design

Woodside Care Village is our first new-build home that includes small households, designed for one to seven residents, with their own kitchen, lounge and dining area. These smaller, domestic households help residents to get involved in daily activities from washing up and cleaning to cooking meals and preparing drinks, delivering physical and mental wellbeing benefits. Since opening, this familiar-scale living design has demonstrated advantages beyond those that were first considered, helping with the management of Covid and limiting the risk of infections spreading in the home beyond a small group of people on any affected household.

These design principles are being taken forward in our plans for the new extensions at Fairfield which will create an additional 16 ensuite rooms and two living areas at the home.

Partnership working

Warwickshire County Council

We're proud that approximately 250 socially funded people benefit from WCS's charitable support every year leading to a significant annual charitable contribution via our main social care contract with Warwickshire County Council.

We were pleased to build on the excellent working relationship we have with our local commissioners during 2021/2022 by providing additional bed capacity to support with local hospital pressures, enabling people who were medically fit, but needed additional support before being able to go home to spend time in a residential setting while they regained important independent living skills.

South Warwickshire Foundation Trust (SWFT)

Our partnership with SWFT was extended with additional capacity in 2021/2022 at Castle Brook in Kenilworth and Drovers House in Rugby, and continued to deliver successful outcomes for hospital patients who are discharged to us for support with their ongoing reablement after experiencing a fall or having surgery.

Financial review

Taxation status

As a charity, WCS Care Group Limited is exempt from corporation tax on its charitable activities.

Insurance of directors and trustees

The charity maintains insurance for the directors and trustees of WCS Care Group Limited in respect of their duties for the organisation.

Reserves policy and going concern

It is the policy of the charity to target free reserves at a level which will support the operation of the business for a minimum of three months (approximately £4m). Reserves are also held to provide funds for the future development of its property portfolio, continual improvement of services and growth within the charity. The reserves policy is reviewed on an annual basis.

At the year end, free reserves represent unrestricted reserves of £21.4m, less fixed assets of £29.1m, plus debt used to finance assets of £15.8m, which equals £8.1m (2021: £5.9m), which is approximately 5-6 months expenditure. The free reserves over £4m are planned to be invested in maintenance of existing care homes and the development of new care services over the coming years, as explained throughout in the report.

The directors have considered it appropriate to adopt the going concern basis of accounting in preparing the financial statements. The trustees are of the view that adequate resources are available to the organisation to continue to operate as a going concern over the foreseeable future from the date of approval of the financial statements.

Report of the Trustees including the strategic report (Continued)

The Charity has revisited its going concern assessment following the outbreaks of Covid-19 during 2021-22. It has reviewed the re-worked cash flows up to March 2024 including scenario planning for another wave of Covid and impact on self-funder income. Although there has been some impact, this has been minimal in 2021-22 and has had no material impact on the financial viability of the charity in the foreseeable future.

Work is continuing to identify the longer-term effects of Covid-19 on the Care sector. However, we have seen the investment sentiment remaining strong and without an alternative safe and viable option for the care of older people, residential care sector will continue to play a vital role. This work will be closely monitored and updated including consideration of the financial impact in the 22/23 year and beyond. A continuity plan was put to the test during the Coronavirus pandemic and the Charity has shown to be resilient and able to operate and provide good levels of care in very challenging of circumstances.

Statement of disclosure of information to auditor
The directors at the time when the Report of the Trustees was approved confirm that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- each director has taken steps that ought to have been taken as a director in order to be aware of any information needed by the charity's auditor in connection with preparing their report and to establish that the charity's auditor is aware of that information.

Strengthening the financial position
The charity has made surpluses in the year, building on the reserves generated in previous years.

Financial results
The Charity generated an overall surplus of £2.46m (2021: £1.98m) in the financial year ended 31 March 2022. This year's financial performance has had a positive impact on the Charity's balance sheet, shows net assets of £21.4m (2021 - £18.9m). More information on the application of reserves is provided on page 14. Whilst substantial net assets are not the prime business objective, a strong balance sheet is important in providing the resources to support the Charity's development. The Charity remains in a position to be able to pay its debts as and when they fall due and it continues to provide quality care to its service users.

The Parent Charity, WCS Care, saw overall income increase by 3.7%, mainly due to new admissions from Woodside Care Village which opened at the end of November 2019, the annual inflationary increase and overall higher occupancy across all the homes.

Care operating expenditure continues to absorb relatively high property maintenance costs and additional depreciation from fixture and fitting replacements and from the new care home. The Executive Team is charged with maintaining a tight control over operating and administrative expenditure whilst still recognising the need to undertake major maintenance works at some homes so that the high level of service to our service users is maintained.

Payroll costs have increased this year substantially due to additional staff deployed to combat the infection risk from Covid-19 and staffing Woodside Care Village. While the homes make every effort to minimise the use of agency staff, costs in this area have increased by £1,359,000 to £2,406,000

(2021: £1,047,000). The Government grants of £1,288,000 to support the additional infection control costs have absorbed the additional staffing costs during the year.

The cost of all refurbishment and capital works has been depreciated since the completion of each individual scheme. The Charity has undertaken the refurbishment of all its Homes and combined with plant replacements and the new homes. Depreciation costs have decreased this year to £1,313,000 (2021 - £1,560,000) due to some of the older homes being fully depreciated. Further information on depreciation costs can be found in note 8 to the Financial Statements.

The expenditure on property maintenance continues to be a priority for the charity spending £1,015,000 (2021 - £1,060,000). Smaller items of furnishings and equipment purchased by the Homes which, in accordance with the Charity's accounting policies has not been capitalised, decreased to £52,000 (2021 - £92,000). This expenditure reflects the Charity's continuing commitment to maintain a high level of décor and furniture within the Homes for the benefit of our service users.

Cost increases were experienced in care and management staff, through the deployment of additional resources in care, pension contributions and Head Office support services, social activities for residents, residential expenses and professional services.

Although the charity operates on a 'not-for-profit' basis, the financial future of the business can only be secured through the delivery of an efficient and effective service that provides operating surpluses to finance even higher standards and future developments. The Charity is required to generate sufficient surpluses in order to repay debt financing, raise finances from the bank to invest in existing and new homes.

Despite the continuing underlying financial success of the charity a number of significant financial pressures remain and these include:

i) Staffing costs

Despite staff vacancies during the year, annual direct care staffing expenditure increased year-on-year by 5.9% (£813,000) mainly due to additional costs for agency staff for Covid pressures and Infection control measures. These costs were mitigated via the government grants received in year. With the roll out of the vaccination programme, the care homes have seen a dramatic reduction in infections and this has led to a reducing demand on additional staffing. Early in the year, the Charity furloughed eligible staff for instances of self-isolation and pregnancy, this resulted to a small claim of £13,000 for the year.

Over many years now the real cost of employing direct care staff in our residential homes has been increasing by significantly more than the rate of inflation. The increase in cost has resulted from meeting the needs of ever frailer residents, specific requirements to meet Dementia Care standards, enhancing service quality in areas such as social activities and laundry. Changes in legislation this year has resulted in over 5.9% increase in direct care staff wages due to increases in the National Living Wage (2.2%) and the continuing professionalisation of the workforce continues to maintain the upwards pressure on staffing costs.

Report of the Trustees including the strategic report (Continued)

In recent years, the tightening financial position of the charity and the economy in general has led to relatively small increases in pay-grade rates. It has been essential for pay awards to be kept to a minimum, in line with many employers in the sector, other than to recognise the increase in the National Living Wage each year. However, during the year, to ensure the charity retained and recruited staff in an inflationary environment an additional mid-year pay award of 2.6% was made in October. The Charity sees inflationary pressures continuing in 2022-23 and therefore pressure on the organisation to generate the income is essential to meet its major costs.

ii) Property maintenance costs, ICT and environment expenditure

The charity's previous refurbishment programme did not address all property aspects and certain equipment, such as boilers, lifts and catering equipment. A programme of replacements has been established and the charity will work through the remainder of this over the next few years. Further resources have also been earmarked to roll out enhanced technology supporting electronic care planning and acoustic night-time monitoring within the homes. There is also an ongoing programme to purchase new furniture, flooring and curtains.

The Charity has begun a 5-year capital programme of investing in our older residential homes to bring the environment to modern standards. During the year £655,000 was invested, (2021: 146k).

iii) Other costs

PPE has continued to be provided via the Government portal and the Charity has estimated an expenditure in-kind of £125,000 (2021: £85,000).

Expenditure on insurance was higher than the normal inflationary increase, reflecting the care sector's higher risk profile due to Covid-19 during the year: £172k (2021: £154k). Other utilities costs, food, waste disposal and CQC registration fees remain at significant risk of rising during 2022-23 with increases of between 5 and 15%.

Brexit uncertainties will add further cost pressures in the areas of food supplies and energy costs, depending on the relative strength of sterling and potential additional tariffs being applied in any future settlement. Although WCS Care does not employ many staff from mainland Europe (less than 5%), the indirect effects of staffing movement at the minimum wage level could see staff shortages in the care sector as a whole.

In seeking to meet the increasing operational costs faced by the charity, the business strategy is geared towards improving income streams whilst being as efficient as possible in the deployment and management of staff and in contracting for services.

Places within our homes are purchased either by people with independent means or those supported through public expenditure to meet the specific care needs of very frail older people and adults with disabilities. The charity remains committed to ensuring that places will be available at support prices throughout Warwickshire to meet its commitment to operating for the public benefit.

WCC support prices rose in line with inflation in 2021/22, however, this did not entirely cover the wage increase resulting from the statutory National Living Wage.

The need to balance rising care standards and costs with income generation has driven the Charity's business strategy since inception. However, to secure the charity's future position as the leading independent care provider in Warwickshire, directors are committed to the generation of higher

operating surpluses with the aim being to continue to strengthen the charity's Balance Sheet and to invest in new residential care homes. The directors have a long-term aim of building unrestricted reserves to a level that would support the operation of the charity for a minimum of six months. This objective has not been achieved, but as explained on page 14, the charity will strive to increase the level of free reserves over the coming years.

On the basis that WCC support rates rise in line with expectations and National Living Wage increases, directors remain confident the charity will be able to maintain care standards and develop its core services, as envisaged in the Business Plan.

Plans for future periods

The strategy adopted focuses on ensuring the Charity has the capacity and capability to develop and deliver future-proofed services. This strategy is predicated on a programme of ensuring sustainability or redevelopment of all its care homes across the county.

The key element of the strategy is to develop WCS older people's services over a 5–10-year period based on a mix of successful existing homes operated by WCS; expansion, redevelopment and new build extensions.

Development programme

The charity has developed three new residential care homes. The first home was opened in 2013 in Rugby, providing specialist dementia care for 75 people and the second opened in 2016 in Kenilworth, housing 84 residents and the latest development in Warwick opened in November 2019 with 72 beds. All three care homes were developed with a mix of internally generated funds and bank lending. The current focus is on bringing Warwick to full maturity and developing extensions to existing homes.

Principal risks and uncertainties

General risk management

On a continuous basis, specific risks are identified and rated high, medium or low in a matrix format. Controls are then designed to minimise or mitigate the risk through quality measures, indicating action required and by whom. The Business Risk Assessment forms an integral part of our board meetings.

The directors have examined the principal areas of the charity's operations and considered the major risks faced in each of these areas. The Executive Team reviews key organisational risks on a bi-monthly basis and these are assessed for their likelihood and potential impact on the charity. Action is taken to mitigate any significant risks and the outcome is reported to the board. In the opinion of the directors, the charity has established resources and review systems which, under normal conditions, should allow these risks to be mitigated to an acceptable level in its day-to-day operations.

Covid-19, service failures, the threat from competitors and higher wage costs due to statutory National Living Wage increases are the most significant risks faced by the charity.

Due to the significant potential harm posed by Covid-19 on the care sector and WCS Care, the Trustees and the Executive Team set up a Covid specific risk review, which focused on the following:

Report of the Trustees including the strategic report (Continued)

- The impact and development of the virus itself on resident wellbeing and survival.
- Staff morale, wellbeing and employment challenges.
- Financial viability from lower occupancy due to Covid risk preventing older people from choosing care homes as a preferred choice of care.
- Risk to the quality of care dropping whilst the focus throughout the organisation remains on controlling Covid-19 infections and its impact.
- Significant reputational damage due to potential outbreaks at the homes.

For all of the risks above, the Charity has strong mitigations and monitoring systems in place and is confident in being able to contain them.

The charity's operations expose it to a variety of financial risks that include credit risk, liquidity risk and interest rate risk. The charity has in place a risk management programme that seeks to limit any adverse effects on the financial performance of the charity by fixing majority of its' loans to avoid interest rate fluctuations.

The charity does not use derivative financial instruments to manage interest rate risks and as such, no hedge accounting is applied.

Given the size of the charity, the directors have not delegated the responsibility of monitoring financial risk management to a sub group of the board. The policies set by the board of directors are implemented by the charity's finance department.

Energy and emissions report

The following table summarises WCS Care's reporting requirements under the Government's Streamlined Energy and Carbon Reporting (SECR).

	2022	2021
UK energy use (1) kWh	**5,158,775**	**6,955,744**
Associated Greenhouse gas emissions (2) Tonnes CO2 equivalent	**1,037**	**1,538**
Intensity ratio (3) Tonnes CO2 equivalent emissions per FTE	**2.06**	**2.77**

(1) UK energy use (Kwh) is relation to Gas, Electricity and car fuel used by the company.
(2) The associated Greenhouse gas emissions tonnes CO2 equivalent has been calculated using the Government's conversion factors for reporting and HM Environmental reporting guidelines.
(3) The chosen intensity measurement ratio is total gross emissions in metric tonnes CO2e per full time employee (FTE).

Energy efficiency measures

Our ESOS (Energy Savings Opportunities Scheme) energy audit was undertaken in 2019 in accordance with the principles of the ISO 50002 and the British Standards Institution energy audits requirements. The Summary findings recommended to replace high energy lighting with LED equivalent. WCS has replaced florescent lights in two additional Home's receptions and corridors and where existing florescent lights fail these are upgraded to LED as a matter of course.

Report of the Trustees including the strategic report (Continued)

In 2021-22, as part of the work we are taking forward in relation to our Asset Management Strategy we will put mechanisms in place to monitor and improve our energy consumption and carbon footprint where it is feasible to do so.

Related parties
The organisation has one wholly owned subsidiary, which was active during the year: Common Lane Developments Limited (CLDL). The charity acquired the entire share capital of CLDL in May 2013 and developed the site it owns in Kenilworth into an 84-bed specialist residential dementia care home which completed in December 2016. CLDL will continue to operate as a development company for WCS Group Limited. It developed Woodside Care Village during 2019.

Significant contracts
The charity has a care contract with Warwickshire County Council (WCC) which has been extended for a further 5 years from 2021. The contract involves delivering residential care services to older people and people with disabilities and provides the charity with around half of its income with the remainder generated from sales to private individuals or other public authorities.

Key performance indicators
Each home within the residential care operation prepares a monthly Management Report which includes key performance indicators to ensure each part of the business is compliant with the following standards which are internally audited. The KPI standards include overall care quality; safety; effectiveness of operations; responsiveness; and the homes being well led.

Public benefit
The charity trustees have complied with the requirement contained in section 17 of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charity Commission in exercising their duties.

Service users who are not able to fund their place entirely from their own resources are normally subsidised by their local authority, predominately Warwickshire County Council, following an assessment of care needs. In this way, the charity is able to ensure that individuals across the whole community are able to benefit from the high-quality services WCS offers.

Fees charged to service users are commensurate with maintaining the financial viability of the organisation.

Statement of Directors' responsibilities
The directors are responsible for preparing the report of the trustees incorporating the strategic report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charity and of the incoming resources and application of resources, including the income and expenditure, of the group and charity for the year. In preparing those financial statements the directors are required to:

- select suitable accounting policies and then apply them consistently
- make judgments and accounting estimates that are reasonable and prudent

Report of the Trustees including the strategic report (Continued)

- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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 requirements of 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.

Independent auditor
A resolution to reappoint CROWE U.K. LLP as auditor to the charity will be proposed at the annual general meeting.

People management
An extensive programme of training on organisational values and aspirations continued to be delivered to staff across the organisation to ensure values are shared and cascaded into all areas of care and practice. Evidence that this was successful is apparent in recent reports from CQC which recognise the strong culture, leadership and innovation at all levels of WCS Care and individual homes.

Staff turnover increased to 35% during the year (2021 - 23%) above the internal target of 20%. A combination of factors have contributed to the increase which include: care sector low wages failing to attract and retain staff; mandatory vaccinations policy which, was subsequently reversed in March deterred some staff off from working in the sector and the opening up of the economy post covid restrictions has seen demand from all sectors to recruit staff.

WCS has in place Conditions of Service which comply with legislation, are flexible, support the organisation's values and objectives, and which promote employee satisfaction. They include:

- full and fair consideration of applications for employment made by disabled persons, having regard to their particular aptitudes and abilities
- continuing the employment of, and arranging training for, employees who have become disabled persons while employed
- the training, career development and promotion of disabled persons

Staff salaries (including KMP) are benchmarked against similar organisations, recruitment guidance and 3rd parties' advice is also taken to ensure that they are reasonable and in line with the sector.

Sickness absence was impacted by Covid-19 in the previous year and has now decreased to 2.4% for the year (2021 – 5.8%) and is below internal target of 5.5%.

Approval of the report of the trustees and the strategic report
The Report of the trustees incorporating the strategic report has been approved by the Board of Directors and is signed on behalf of the board by:

A F Levett - Chair
8th September 2022



Independent auditor's report to the members of WCS Care Group Limited

Opinion

We have audited the financial statements of WCS Care Group Limited ('the charitable company') and its subsidiary ('the group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, Group Balance Sheet, Company Balance Sheet, Statement of Consolidated Cash Flow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).
In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2022 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions related to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in

the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the Directors' report and the Strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report included within the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 20, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context were the CQC Regulations, General Data Protection Regulations and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and accuracy of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance Committee about their own identification and assessment of the risks of irregularities, designing audit procedures over income, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.



Kerry Brown
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Black Country House
Rounds Green Road
Oldbury
B69 2DG

Date: 28 September 2022

Consolidated statement of financial activities (including income and expenditure account) for the year ended 31 March 2022

	Notes	Unrestricted funds £000	Restricted funds £000	Total funds 2022 £000	Total funds 2021 £000
Income					
Income from Charitable Activities					
Provision of care services	2	23,405	-	23,405	22,389
Other income	2	13	-	13	185
Donations	2	125	1,288	1,413	1,366
Investment income	4	2	-	2	3
Total Income		23,545	1,288	24,833	23,943
Expenditure					
Charitable expenditure:					
Care operating expenses	6	20,605	1,288	21,893	21,475
Total charitable expenditure		20,605	1,288	21,893	21,475
Interest payable	5	474	-	474	483
Total Expenditure		21,079	1,288	22,367	21,958
Net income before other recognised gains and losses	7	2,466	-	2,466	1,985
Corporation tax paid	24	-	-	-	1
Net income and net movement in funds for the year		2,466	-	2,466	1,984
Reconciliation of funds					
Fund balances brought forward at 1 April	17	18,891	-	18,891	16,910
Net movement		2,466	-	2,466	1,984
Fund balances carried forward at 31 March	17	21,357	-	21,357	18,894

The notes on pages 28 to 44 form part of these financial statements.

Balance sheet as at 31 March 2022

	Notes	Group		Company	
		2022	2021	**2022**	2021
		£000	£000	**£000**	£000
Fixed Assets					
Tangible Assets	8	**29,063**	29,701	**29,070**	29,717
Investments	9	**-**	-	**-**	-
		29,063	29,701	**29,070**	29,717
Current Assets					
Debtors	10	**1,423**	1,872	**1,482**	1,872
Cash at bank and in hand		**8,325**	5,519	**8,280**	5,495
		9,748	7,391	**9,762**	7,367
Creditors: amounts falling due within one year	11	**(2,640)**	(2,384)	**(2,636)**	(2,351)
Net current assets		**7,108**	5,007	**7,126**	5,016
Total assets less current liabilities		**36,171**	34,708	**36,196**	34,733
Creditors: amounts falling due after more than one year	12	**(14,814)**	(15,814)	**(14,814)**	(15,814)
Net assets		**21,357**	18,894	**21,382**	18,919
Funds					
Unrestricted fund	17	**21,357**	18,891	**21,382**	18,916
Restricted fund	15	**-**	3	**-**	3
Total funds		**21,357**	18,894	**21,382**	18,919

Company Number: 02713150

The financial statements on pages 26 to 44 were approved and authorised for issue by the board of directors on September 2022 and were signed on its behalf by:

A F Levett - Chair  8th September 2022

Statement of Consolidated Cash flow for the year ending 31 March 2022

	Notes	2022 £000	2021 £000
Cash provided by operating activities	18	**4,839**	3,058
Cash flows from investing activities			
Interest income		**2**	3
Purchase of tangible fixed assets		**(676)**	(129)
Corporation tax	24	**-**	(1)
Cash used in investing activities		**(674)**	(127)
Cash flows from financing activities			
Cash outflow from repayment of borrowings		**(885)**	(355)
Cash inflows from new borrowings		**-**	142
Interest payable		**(474)**	(483)
Cash used in financing activities		**(1,359)**	(696)
Increase in cash and cash equivalents in the year	19	**2,806**	2,235
Cash and cash equivalents at the beginning of the year		**5,519**	3,284
Total Cash and cash equivalents at the end of the year		**8,325**	5,519
Cash and cash equivalents			
Cash and bank and in hand		**8,325**	5,519
Cash and cash equivalents		**8,325**	5,519

Note: All cash and cash equivalents are held in instant access deposit accounts.

Notes to the Financial Statements for the year ended 31 March 2022

1. Accounting policies

WCS Care Group Limited is a company limited by guarantee, registered in England and Wales with registration number 02713150, and a registered charity, number 1012788. The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Basis of Preparation and Going Concern

The financial statements have been prepared on a going concern basis.

In the current business climate, the Trustees have reviewed WCS Care's position, post the successful vaccination roll out. The Board acknowledges that there will be ongoing Covid-19 restrictions in the care sector, however it seems the worst of the pandemic to have been contained. In response, the Executive and the Board are monitoring all aspects of the Group's activities and have implemented the necessary operational changes to mitigate the future financial impact of Covid-19. Actions have included a full reforecast of the financial position and cash flows for the period to March 2024 and stress testing the cash position to assess scenarios relating to reductions in investment values. The cash liquidity has also been considered to ensure that funds are sufficiently accessible should they be called upon.

Given the strength of the balance sheet and availability of cash, the members of the Board believe that, while uncertainty exists, this does not pose a material uncertainty that would cast doubt on the group's ability to continue as a going concern. The Board, therefore, consider it appropriate for the accounts to be prepared on a going concern basis.

Basis of consolidation

The consolidated statement of financial activities, income and expenditure account, cash flow statement and balance sheet include the financial statements of the charity and its subsidiary undertaking made up to 31 March 2022 on a line-by-line basis. Intra-group sales and surpluses are eliminated fully on consolidation. Uniform accounting policies are applied across the whole group.

The charity has also taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirements to present a charity only Statement of Cash Flows and certain disclosures about the charity's financial instruments within the consolidated financial statements.

Tangible fixed assets

Property and equipment is stated at cost less accumulated depreciation and impairment charges.

Freehold land and buildings

Freehold land and buildings are capitalised at cost. Freehold land is not depreciated. New freehold buildings are depreciated on a straight-line basis over their estimated useful economic life of 50 years commencing with the completion of the building or its acquisition. Capital expenditure incurred by the charity on refurbishing or improving older freehold properties acquired is capitalised. Depreciation on these properties is provided on a straight-line basis over the expected

economic life of the improvements, commencing with the period in which the improvement or refurbishment project is concluded. An average economic life of 25 years is used as a basis.

Other tangible fixed assets
Items costing over £1,500 each are capitalised. The cost of fixed assets comprises their purchase cost, together with any incidental costs of acquisition.

Depreciation is calculated so as to write off the cost of tangible fixed assets less their estimated residual values, on a straight-line basis over the expected useful economic lives of the assets concerned. The principal annual rates used for this purpose are:

	%
Equipment, fixtures and fittings	20 – 33%

Leases
Rentals paid under operating leases are charged to the income and expenditure account on a straight-line basis over the lease term. To note, the risks and rewards stay with the lessor.

Investments
Fixed asset investments include investment in subsidiaries which are stated at cost less any impairment.

Investment income
Interest income is accounted for on a receivable basis and is accrued up to the balance sheet date.

Income from provision of care services
Income, which excludes value added tax, represents revenue from residents and local authorities for care services. This revenue is recognised as the services are provided.

Legacies
Legacies are recognised when they are received or, if before receipt, there is sufficient evidence to provide the necessary certainty that the legacy will be received and the value can be measured with sufficient reliability.

Expenditure
Expenditure in relation to charitable activities is included on an accruals basis, inclusive of any value added tax which cannot be recovered.

Support costs
Support costs include all expenditure not directly attributable to the day-to-day operation of providing care services and relate to services provided by head office.

Bad debts
Specific provision is made for those debts which are not considered recoverable.

Government grants
Revenue grants are credited to the statement of financial activities. The grants are recognised in the income statement in line with meeting the criteria of those grants and the occurrence of qualifying expenditure.

Pension costs
The charity operates its own Stakeholder Pension Scheme and makes contributions based on length of service. The charity has also implemented an Auto Enrolment Scheme making contributions that follow the requirements of the relevant legislation. The cost of contributions is charged to the statement of financial activities as incurred.

Taxation
Taxation has not been provided on the net income for the year on the grounds that Part 11 of the Corporation Tax Act 2010 applies (tax exemption for charitable companies).

Funds structure

Unrestricted funds
Fund available to the charity to reinvest in the services it provides.

Restricted fund
In the year, the Charity received revenue grants from the government for Covid-19 infection control. All grants were expended in year and no balances were carried forward.

Judgements in applying accounting policies and key sources of estimation uncertainty
The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities and the disclosure of contingent liabilities at the date of the financial statements. If, in the future, such estimates and assumptions, which are based on management's best judgement at the date of the financial statements, deviate from the actual circumstances, the original estimates and judgements will be modified as appropriate in the year in which the circumstances change.

Impairment of debtors
The group makes an estimate of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including ageing profile of debtors and historical experience.

Useful economic lives of tangible assets
The annual depreciation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets.

2. Income

Provision of care services
The total income of £24,833,000 has arisen entirely within the United Kingdom and includes a total of £9,315,000 which is received from WCC under a contract for the provision of care services (2021 £9,153,000). During the year, other income, grants and donations received in relation to Covid-19 totalled £1,426,000:

	Unrestricted funds £000	**Restricted funds £000**	**Total funds 2022 £000**	Total funds 2021 £000
Income from charitable activities	**23,405**	**-**	**23,405**	**22,389**
Job retention scheme	13	-	13	185
Other Income	13	-	13	185
Infection control grants	-	1,288	1,288	1,281
Government portal PPE	125	-	125	85
Donations	**125**	**1,288**	**1,413**	**1,366**

3. Employee information

The members of the Management Committee, who are directors of the charity, receive no remuneration for their services to the charity but are reimbursed for incidental expenses associated with attendance at committee and other meetings. The total of expenses reimbursed in the year of £1,000 (2021: £0).

The cost of indemnity insurance for the trustees was £840 (2021: £840).

The cost of employing staff during the year was:

	Group		**Company**	
	2022 £000	2021 £000	**2022 £000**	2021 £000
Staff costs				
Wages and salaries	**14,930**	13,895	**14,930**	13,895
Social security costs	**826**	822	**826**	822
Pension costs	**325**	324	**325**	324
Total staff costs	**16,081**	15,041	**16,081**	15,041

Staff costs include expenditure on agency staff of £2,406,000 (2021: £1,047,000).

The average monthly number of persons employed within the charity by business activity was:

	2022	2021
	Number	Number
Residential care	**797**	858
Support Services	**29**	24
	826	882

The following number of employees received remuneration (excluding pension contributions) falling within the following ranges:

	2022	2021
	Number	Number
£70,001 – £80,000	**2**	1
£80,001 – £90,000	**0**	1
£90,001 – £100,000	**2**	1

All of the above 4 (2021: 3) were members of a money purchase scheme for which the employer's contributions were £56,000 (2021: £45,000).

The key management personnel of the group and the charity comprise of the Chief Executive, Finance Director, Director of Quality and Compliance and Director of Marketing and Communications. The total remuneration was £444,000 (2021: £410,000).

4. Investment income

	Group		**Company**	
	2022	2021	**2022**	2021
	£000	£000	**£000**	£000
Interest receivable on short term deposits and other bank balances	2	3	2	3
	2	3	2	3

5. Interest payable

	Group		Company	
	2022	2021	**2022**	2021
	£000	£000	**£000**	£000
Interest payable on bank loans	474	483	474	483
	474	483	474	483

6. Charitable expenditure

Care operating expenses of £21,893k (2021: £21,475k) include the following support charges:

	Group		Company	
	2022	2021	**2022**	2021
	£000	£000	**£000**	£000
General office and finance staff	**1,446**	1,306	**1,446**	1,306
Premises	**128**	116	**128**	116
Training	**82**	39	**82**	39
Information and communications technology	**316**	340	**316**	340
Banking and finance charges	**57**	88	**57**	88
Legal and professional	**96**	64	**96**	64
Governance costs	**47**	51	**45**	50
	2,172	2,004	**2,170**	2,003

7. Net income for the year

	Group		Company	
	2022	2021	**2022**	2021
	£000	£000	**£000**	£000
Depreciation charge for the year:				
Tangible owned fixed assets	1,313	1,556	1,313	1,556
Auditor's remuneration for:				
Audit	29	27	29	27
Other services		-		-
Operating lease rentals:	13	12	13	12
Other leases				
Expenditure on furnishings and equipment in refurbished premises	52	92	52	92
	1,407	1,687	1,407	1,687

8. Tangible assets

Group

	Freehold Land and Buildings	Fixtures Fittings and Equipment	Motor Vehicles	Total
	£000	£000	£000	£000
Cost				
At 1 April 2021	**42,415**	**3,566**	**15**	**45,996**
Additions	21	655	-	**676**
Disposals	-	-	-	-
At 31 March 2022	**42,436**	**4,221**	**15**	**46,672**
Depreciation				
At 1 April 2021	**13,722**	**2,562**	**12**	**16,296**
Charge for the year	810	500	3	**1,313**
Eliminated in respect of disposals	-	-	-	-
At 31 March 2022	**14,532**	**3,062**	**15**	**17,609**
Net Book Value				
At 31 March 2022	**27,904**	**1,159**	**-**	**29,063**
At 1 April 2021	28,694	1,004	3	29,701

8. Tangible assets

Company

	Freehold Land and Buildings £000	Fixtures Fittings and Equipment £000	Motor Vehicles £000	Total £000
Cost				
At 1 April 2021	42,431	3,566	15	46,012
Additions	11	655	-	666
Disposals	-	-	-	-
At 31 March 2022	**42,442**	**4,222**	**15**	**46,678**
Depreciation				
At 1 April 2021	13,721	2,562	12	16,295
Charge for the year	810	501	3	1,313
Eliminated in respect of disposals	-	-	-	-
At 31 March 2022	**14,531**	**3,063**	**15**	**17,608**
Net Book Value				
At 31 March 2022	**27,911**	**1,159**	**-**	**29,070**
At 1 April 2021	28,710	1,004	3	29,717

The net book value at 31 March 2022 represents fixed assets used entirely for direct charitable purposes.

9. Fixed asset investments

WCS Care owns 100% of the share capital of the following group company:

Company	**Principal activity**
Common Lane Developments Limited Company number: 07582043 Incorporated in England in March 2011	Construction development services

The liability of WCS Care as a member of Common Lane Developments Limited is £799; 100% of the ordinary share capital. The Company did not make a profit or loss for the year: £0 (2021 loss: £1,000). The subsidiary has net assets of £5,000 (2021: net assets of £5,000).

10. Debtors

	Group		**Company**	
	2022	2021	**2022**	2021
	£000	£000	**£000**	£000
Amounts falling due within one year				
Trade debtors	1,242	1,741	1,242	1,741
Amounts owing from subsidiary undertakings	**-**	-	61	-
Taxation recoverable	2	-	-	-
Prepayments and accrued income	179	131	179	131
	1,423	1,872	1,482	1,872

11. Creditors: amounts falling due within one year

	Group		**Company**	
	2022	2021	**2022**	2021
	£000	£000	**£000**	£000
Bank loans	**961**	846	**961**	846
Payments received on account	**135**	-	**135**	-
Trade creditors	**429**	276	**428**	276
Amounts owing to subsidiary undertakings	**-**	-	**-**	78
Other taxation and social security	**179**	182	**179**	182
Other creditors	**8**	16	**8**	16
Accruals	**928**	1,065	**925**	953
	2,640	2,385	**2,636**	2,351

12. Creditors: amounts falling due after more than one year

	Group		Company	
	2022	2021	**2022**	2021
	£000	£000	**£000**	£000
Bank loans	14,814	15,814	14,814	15,814
	14,814	15,814	**14,814**	15,814

Bank loans are repayable as follows:

	Group		Company	
	2022	2021	**2022**	2021
	£000	£000	**£000**	£000
In one year or less	960	845	960	845
Between one and two years	2,736	967	2,736	967
Between two and 5 years	2,785	4,586	2,785	4,586
In 5 years or more	9,293	10,261	9,293	10,261
	15,774	**16,659**	**15,774**	**16,659**

The charity has four loan facilities, which are fully drawn, their remaining balances are: (1) £1.9m variable loan to 2023. (2) Fixed loan of £3.4m to 2030. (3) Fixed loan of £4.8m to 2028. (4) £5.5m variable loan to 2043.

On 13 May 2013 the charity entered into a debenture with The Royal Bank of Scotland plc to secure loan facilities by way of a fixed charge over all property, plant & machinery, goodwill, investments in subsidiaries and intellectual property. There is a floating charge over its undertaking and all its other property, assets and rights owned now or in the future which are not subject to an effective fixed charge under the debenture.

13. Employee benefit obligations

Defined contribution scheme

The charity participates in a Stakeholder Pension Scheme operated by Aviva which meets the government's Auto Enrolment requirements. This scheme was closed to new entrants in March 2015. Charity contributions range from 3% to 6% dependent on length of service and the level of contribution made by employees, which is flexible and governed by the Stakeholder Pension Scheme rules. On 1 April 2014 the charity implemented an Auto Enrolment Scheme making contributions that

follow the requirements of the relevant legislation. At present, employee and employer contributions are 3%.

The total pension cost for the charity for the defined contribution schemes in the current year was £325,000 (2021: £324,000).

14. Deferred grants

Deferred grants are included within accruals and deferred income.

15. Restricted funds – Group and Charity

During the year the charity spent all its' restricted funds (represented by net current assets) received for the benefit of specific care homes. The donations could not be used for any other purpose.

Analysis of restricted fund movements

	Fund Balance brought forward	Income	Expenditure	Fund balance carried forward
	1 April 2021	**2021/22**	**2021/22**	**31 March 2022**
	£000	**£000**	**£000**	**£000**
Donations	3	1,288	1,291	0

During the year the charity received £1,288k in infection control grants for Covid 19 related expenditure.

16. Designated fund

The charity does not have any designated funds which have been set aside by the trustees.

17. Other charitable fund

The other charitable funds of the charity are represented by the following balances and movements in the year related to operational surpluses.

	Group		Company	
	2022	2021	**2022**	2021
	£000	£000	**£000**	£000
At 1 April	18,891	16,907	18,916	16,931
Net income	2,466	1,984	2,466	1,985
At 31 March	**21,357**	18,891	**21,382**	18,916

18. Reconciliation of changes in resources to net cash inflow from continuing operating activities

	2022	2021
	£000	£000
Net income for the period	**2,466**	1,984
Depreciation on tangible fixed assets	**1,313**	1,556
Interest receivable	**(2)**	(3)
Interest payable	**474**	483
Decrease in trade debtors	**499**	(167)
Increase in prepayments and other debtors	**(48)**	37
Increase in trade creditors	**153**	(179)
Decrease in accruals and other creditors	**(16)**	(653)
Net cash inflow from continuing operating activities	**4,839**	3,058

19. Analysis of changes in net debt

	1 April 2021	Cash flows 2021/22	Financing charge 2021/22	31 March 2022	1 April 2020	Cash flows 2020/21	Financing charge 2020/21	31 March 2021
	£000	**£000**	**£000**	**£000**	£000	£000	£000	£000
Cash at bank and in hand	**5,519**	**2,806**	**-**	**8,325**	3,284	2,235	-	5,519
Debt due within 1 year	(845)	**885**	**(1,000)**	**(960)**	(965)	423	(304)	(845)
Debt due after 1 year	(15,814)	**-**	**1,000**	**(14,814)**	(15,908)	(210)	304	(15,814)

20. Capital commitments

	Group		Company	
	2022	2021	**2022**	2021
	£000	£000	**£000**	£000
At 31 March	**-**	-	**-**	-

Planning works have commenced for extensions at a number of care homes, as at year-end, no contracts had been entered into forming any legal commitments.

21. Financial commitments

At 31 March 2022 the Group and Company had annual commitments under non-cancellable operating leases as follows:

	2022		2021	
	Land and Buildings	**Other**	Land and Buildings	Other
Group and company				
Expiring within one year	-	**11**	-	11
Expiring between two and five years inclusive	-	**13**	-	23
	-	**24**	-	34

22. Contingent liabilities

At 31 March 2022 the Group and Company had no contingent liabilities (2021: £nil).

23. Related party transactions

The organisation has one wholly owned subsidiary which was active during the year, Common Lane Developments Limited (CLDL), registered at Newlands, Whites Row, Kenilworth, CV8 1HW. The charity acquired the entire share capital of CLDL in May 2013 and the company is used to redevelop care homes for WCS Care Group limited. During the year CLDL had 3 work-in-progress developments. In year movement of inter-company balance of £17k. Amount owned by CLDL to WCS Care as at 31 March 2022 is £61k (2021: £78k).

24. Taxation

	2022	2021
	£000	£000
UK Corporation tax	**0**	1

Tax charged in 2021 to the Statement of Financial Activities represents UK corporation tax payable by WCS's subsidiary, Common Lane Developments Limited, for the development and sale of Woodside Care Village to WCS Care in 2019.

25. Allocation of Net Assets between funds – Current Year

	Group			Company		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	**Total**
Tangible Fixed Assets	29,063	-	**29,063**	29,070	-	**29,070**
Net Current Assets / (Liabilities)	7,108	-	**7,108**	7,126	-	**7,126**
Long-Term Liabilities (> 1 yr)	(14,814)	-	**(14,814)**	(14,814)	-	**(14,814)**
	21,357	-	**21,357**	21,382	-	**21,382**

Allocation of Net Assets between funds – Prior Year

	Group			Company		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	**Total**
Tangible Fixed Assets	29,701		**29,701**	29,717		**29,717**
Net Current Assets / (Liabilities)	5,004	3	**5,007**	5,012	3	**5,015**
Long-Term Liabilities (> 1 yr)	(15,814)		**(15,814)**	(15,814)		**(15,814)**
	18,891	3	**18,894**	18,915	3	**18,918**

WCS CARE GROUP LIMITED

England & Wales - Charity number 1012788

Accounts

Every day well lived

WCS Care Group Limited
Annual report and consolidated financial statements

For the year ended 31 March 2021



WCS Care Group Limited

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Reference and administrative details of the charity, its trustees and advisors

Registered name:	WCS Care Group Limited
Also known as:	WCS Care
Registered company:	02713150
Registered charity:	1012788
Registered office	Newlands Head Office Whites Row Kenilworth CV8 1HW
Trustees:	A F Levett - Chairman B C Cressey L E Middleburgh A J Last J A Matthews S E Dobinson (appointed 30th November 2020) R L Merchant M R Andrews R L Warwick T M Banks N Weatherburn
Executive Team:	E J Russell – Chief Executive P C Parekh – Director of Finance and Company Secretary K Salt – Director of Quality and Compliance J Cheshire – Director of Communications and Marketing (from 1st April 2021)
Auditors:	Crowe U.K. LLP Statutory Auditor Black Country House Rounds Green Road Oldbury B69 2DG
Solicitors:	Wright Hassall LLP Olympus Avenue Leamington Spa Warwickshire CV34 6BF
Bankers:	The Royal Bank of Scotland Derby Cornmarket Branch 41 Cornmarket Derby DE1 2DG

Welcome from the Chair of the Board

The entire period covered by this report has been subject to controls to manage the pandemic. Our ability to deliver critical services to many vulnerable people is down to our staff team, whether cleaner, carer, home management or Executive Team; all have risen to the challenge. My sincere thanks to them all, in particular our newly appointed Chief Executive, Ed Russell.

The company wide focus on the health and quality of life of our residents has provided a litmus test for many difficult decisions. From the outset of the pandemic we prepared a Covid response strategy and have sought to learn and adapt quickly. Our previous investment in technology, especially in communications and data capture has helped tremendously. At Board level we established a Business Recovery Advisory Committee, chaired by Trustee Mark Andrews to help the company emerge from the pandemic in best possible shape and created a new executive director post for marketing and communications to reflect the changed operating environment.

Despite the very best efforts of all those involved, sadly, lives were lost to the disease. I, on behalf of the whole Board offer my condolences to their friends and families.

I extend my thanks to the relatives and friends of our residents for their forbearance, separated from loved ones for months, as we endeavoured to keep residents safe and act within frequently changing guidelines imposed at national and local level.

Our 5-year strategy put in place in September 2019, included an aspiration to forge new relationships with the communities we serve, our suppliers, contractors and Warwickshire County Council. The pressures of Covid have been a catalyst for change. We are grateful to those who have recognised and supported our vision for adult social care encapsulated in the phrase *'every day well-lived'*. In particular the County Council has been a valuable intermediary with Government and brought strategic oversight. The prompt extension of the contract to provide socially funded residential places has given the company certainty.

As a provider of self and socially funded residential care we were already operating in a challenging environment looking with more hope than optimism for a clear policy lead from Government. Like the rest of the social care sector, we await any practical sign of the post-Covid framework we will be expected to operate in and invest for. In particular the financial challenge looms large. Expectations of care placements by potential clients, CQC and other regulatory bodies have been rising. This we support; however, it requires significant investment and fees paid for socially funded places do not reflect this. We compete for business and unless we remain competitive will not survive. This last year every opportunity has been taken to increase cash reserves to respond to reduced occupancy, unexpected and varying costs and regulatory requirements. This has impacted on longer term investment plans. The Board is paying close attention to this challenge.

As a not-for-profit company and charity, the Trustees, operating virtually and all unpaid, have worked diligently and determinedly to secure the best possible outcomes for our residents, at the same time ensuring a sustainable and positive basis for operating as a return to normality beckons. Our newest trustee, Shân Dobinson, joining from Deafinitely Independent is warmly welcomed. I cannot thank them all enough, both individually and collectively, for their skill and experience.

Adrian Levett - Chair of the Board

And a word from our Chief Executive

This is my first annual statement as the CEO of WCS Care. We of course couldn't have predicted what an unprecedented year 2020 would be for social care, and we are emerging intact in no small part to our continued sustained partnership with our health and social care partners, the bravery and dedication of our staff who've worked tirelessly, and the understanding of our residents and relatives.

Throughout the past 12 months we've welcomed many new residents and built additional rooms, and I was personally delighted to extend our contracts with South Warwickshire Foundation Trust, and Warwickshire County Council for socially funded beds, building on our 30-year history of providing services.

We're proud of our charity's continuing social impact and that approximately 250 socially funded people benefit from WCS Care's charitable support every year leading to a significant annual charitable contribution.

The last year has brought widely reported additional costs for care homes associated with Covid infection control measures. However, our charity has been diligent in claiming government infection control support grants which has, in the main, supported our Covid cost base so we're pleased to say that we have not had to pass on these additional Covid-related costs to residents.

Although we're looking ahead with renewed optimism as the successful vaccination programme continues, the effects of this pandemic will present us with new challenges.

As we go forward, the care home sector will undergo changes in sync with global society. We are able to meet these challenges as an innovative organisation embracing new technology, new ways of working and focusing on the quality of life for our residents. We have, and will continue to, invest in a significant programme of refurbishment and development, improving the environments in our existing residential homes and planning new accommodation to extend our offering.

For those that have been affected by Covid this year, personally or through their nearest relations, I extend our heartfelt condolences on behalf of everyone at WCS.

I also wish to express my most heartfelt thanks to each one of our staff, the people of WCS Care who have carried out critical tasks to manage this crisis, who work every day to keep our care homes operating.

Ed Russell – Chief Executive

Report of the Trustees including the strategic report

Introduction

The Trustees, who are also the directors of the company, present their report and the audited, consolidated financial statements for the year ended 31 March 2021.

Who we are: our story

Our ambition is that every day is well lived for our residents: every day we invite people to choose the things they want to do and try new opportunities.

Our care model outlines how we achieve a day well lived; this is developed around our values and the individual character of each of our 13 care homes.

Our values are that every day we *play*, *make someone's day*, *be there* and *choose our attitude*. The standard we walk past is the standard we accept.

Four essential building blocks to deliver a day well lived are:

Our principles

- Fair fees
- Home for life
- Always improving
- Sharing with sector
- Partnership

Enabling environments

- Small self-sufficient households
- Lifestyle options – living a life that is familiar
- Communal/active space in addition to living space
- Spending time outdoors
- Circadian lighting which promotes wellbeing
- Attractive and comfortable decor

High quality care

- People
- Behaviours
- Systems/policies
- Funding
- Technology

Financial sustainability

- Sustainable fee levels and occupancy
- Strong financial leadership and management
- Commercial and prosocial

Key behaviours to support and enable this are:

- Passionate leadership
- Strong communication
- Value driven
- Innovative
- Effective and robust governance
- Active risk management

Objectives for the year

This year the Charity focused on the following:

- Managing the Coronavirus pandemic through four key drivers:
    1. Reducing the spread of Covid-19 and subsequent harm to, and deaths amongst, residents;
    2. Ensuring sufficient availability of staff to care for residents, whilst maintaining their wellbeing and morale;
    3. Establishing and maintaining good stock and supply chains of all essential supplies, including PPE; and
    4. Ensuring the Charity is positioned to thrive in the aftermath.

Report of the Trustees including the strategic report (Continued)

- Developing our People Guide, to support our Care Guide and overall Delivery Model.
- Continuing to utilise innovation and technology in frontline services and support functions to provide enhanced quality of care.
- Ongoing development of the business infrastructure to ensure sufficient human and financial resources to sustain the business and its development programme over the long term.

Achievements and performance

What our customers told us

We're delighted our customers continue to rate us highly and as a learning organisation we're committed to continual improvement.



WCS's customers also continue to independently review us on carehome.co.uk giving:

carehome.co.uk

11/13 of WCS Care's homes a rating of 9 or above

and WCS Care a rating of 9.1 out of 10



And what our staff said



of staff told us that they'd recommend the homes as a good place to work.



of staff were happy with our Covid management.



of staff rated their personal wellbeing as good or excellent, and we'll continue to invest in staff health and wellbeing over the year ahead.

Report of the Trustees including the strategic report (Continued)

Regulatory requirements

Under Covid conditions WCS passed all of our CQC and local authority inspections against stringent infection control requirements, thanks to the management of our homes.

Building on our vision, mission and values – launching our People Guide

At the heart of WCS Care is the vision that every resident will experience *every day well lived*. Our mission to deliver this is supported by our four values and mantra, *the standard you walk past is the standard you accept*.

As a service delivered by people for people, we know we're only as good as our last act of care and our team members want to do the best they can for the people they care for. Over the last year, we've developed our People Guide. This framework is written for frontline teams, bringing together a range of practical tools and guidance helping teams to keep our values at the centre of their decisions and behavior, to be flexible, resilient, respond to opportunities and challenges, and allow people to be themselves.

Used alongside our Care Guide and Systems Guide within our overall Delivery Model, this key tool, used with team members from initial recruitment, helps each person understand how they contribute to delivering our vision, and what they can expect as a member of the WCS team. And one of the key elements of this is our culture of kindness. We know that being kind to our staff makes a difference; to morale, staff turnover, sickness levels and, importantly, the care they provide to our residents. Developing and maintaining this culture has been a key focus over the last year.

Statement by the directors in performance of their statutory duties in accordance with s172(1) Companies Act 2006

Stakeholder engagement

The Charities stakeholders are:

- Residents, including their families
- Staff members
- Other stakeholder relationships include: Warwickshire County Council, NHS, Local Charities, Suppliers, and voluntary sector
- The Charity's trustees are regularly engaged throughout the year particularly through Board Committee meetings and regular visits to the care homes.

Report of the Trustees including the strategic report (Continued)

Structure, management and governance

WCS Care Limited is an independent charity, formed in 1992. The charity is registered with 12 trustees (Board of Directors), during the year there were 11 active members and one vacancy. The Board of Directors have a wide portfolio of expertise and experience in health care, human resources, finance, property and other disciplines.

In accordance with the charity's Articles of Association one third of the Management Committee members retire each year and those offering themselves for re-election are those serving longest since their election or re-election.

Rebecca L Warwick, Nick Weatherburn and Tricia Banks will retire by rotation and will offer themselves for re-election at the annual general meeting.

Trustee induction and training
Induction consists of a Trustees Handbook; a comprehensive session with each member of the Executive Leadership Team; and an in depth tour of the organisation. Training is carried out both with external agencies and via in-house training.

The Board provide support and challenge to the Executive Team on the direction and strategy of the Charity and in fulfilling its role has established the following system of management:

Management of organisation

The body responsible for the management of the charity is the Board of Directors (Management Committee). The Board has five scheduled meetings each year with other meetings arranged as necessary. Members are elected every three years and serve a maximum term of nine years, unless otherwise agreed. The maximum number of members that can be elected to the Board is 12. The Board elects the Chairman at the November Board Meeting.

The Board receives reports from four formally constituted committees:

- Quality and Practice
- Finance
- Project Commissioning
- Governance

Each committee has specific terms of reference and functions delegated by the Board. Following a governance review during 2018/19, the Safeguarding sub group now forms part of the Quality and Practice Committee. The Board in response to the Covid-19 situation set up a specific group reporting to the Board called the Business Recovery Advisory Committee in May 2020.

The Chief Executive and the Executive Team attend meetings of the Board. The Chief Executive attends the Committee meetings and is accompanied by members of the Executive Team as necessary.

The Board has overall responsibility for ensuring the charity has an appropriate system of internal financial and managerial controls across the entire organisation.

Report of the Trustees including the strategic report (Continued)

The Executive Team meets monthly, the focus being on strategy, and financial and operational issues. The four members of the Executive Team are supported by the three service managers in the management and development of the service. Service managers line manage a designated group of care homes and monitor and support the operational and quality performance against WCS's care management system.

The Director of Quality and Compliance is responsible for ensuring that WCS meets its quality performance of WCS's care management system. The Marketing and Communications Director is responsible for occupancy management. The Service managers are responsible for the day-to-day operational management of the homes.

WCS continues to maintain the registration of all services with the Care Quality Commission and the charity complies with the Commission's Fundamental Standards.

Residents and their families

We were isolating not isolated (Covid-19)

Throughout the pandemic WCS has done everything it can to keep people connected. Our use of the Relatives' Gateway on our electronic care planning system increased, with over a third of residents having at least one relative actively using the platform, as did telephone and video calls. We also instigated weekly calls with relatives so they had regular updates on their loved ones, and provided compassionate visits when people needed time to say goodbye. As we moved into the summer, we supported window visits and outdoor visits behind screens, and welcomed the opportunity for people to see each other face-to-face again whilst ensuring residents and visitors remained safe.

Looking ahead, we planned for safe indoor visits, converting rooms that had external access for visitors into screened visiting spaces, and, where this wasn't possible, invested in garden pods with two entrances. These rooms were greeted with enthusiasm by relatives, residents and staff and there were lots of happy tears when the rooms started to be used. We were able to celebrate Christmas Every Day in December (and extended this into January because it proved so popular), providing families and residents with the opportunity to share a safe Christmas meal together. And of course the rooms have been used for birthdays, anniversaries, meeting new grandchildren and great grandchildren, Valentine's Day celebrations, Mother's Day and more. The return of close-contact visits has given these spaces another lease of life as screens are removed, allowing people to finally be in the same space whilst ensuring the risk of infection is minimised for residents in the rest of the home.

More recently we've launched our online booking system, giving relatives the option to book in-home and out-of-home visits quickly and easily. Whilst life has not yet returned to open visits in the homes, we know this is only a matter of time and our experience of managing the testing of visitors and their visits will help us to navigate the next steps of lockdown easing.

Whilst keeping our residents connected to their loved ones was a key focus, their absence from our homes had another impact – our staff needed to be there for our residents for all those times that they'd have otherwise had visitors. At a time of increased pressure, this gap was immediately apparent and our teams worked hard to ensure residents were kept active and engaged – from corridor bingo and golf to puzzles, games and daily dancing, our staff provided stimulation, fun and laughter, keeping the morale of residents and team members high.

Report of the Trustees including the strategic report (Continued)

And our communities pulled together around us in a way we'd never felt before. Gifts for residents and staff, and acts of kindness were felt across every home.

Staff members - Care heroes 2020

Our staff felt valued by Clap for Carers, their role in our society finally recognised more widely by the general public, and they celebrated other keyworkers each week throughout the first lockdown.

Whilst it was nice to see our carers being appreciated publicly, we also ensured our team members felt supported and valued by the organisation. This support was delivered in a number of ways: discretionary sick pay if they had to isolate because of Covid (a benefit we extended to our new team members who usually don't receive this until they've been with us for six months); encouragement to be overly cautious before coming into work if they had any symptoms and to take care of themselves as a priority; a supply of facemasks and hand gel to use at home and share with friends and family; and, for ongoing employee relations, the creation of our wellbeing group (The Potting Shed), led by a team of staff volunteers who hold fun events and provide opportunities for staff to raise issues that are impacting on their lives and work in a safe space so that we can see how we can help directly as an employer or through our employee assistance provision.

And we've supported our staff to access the Covid vaccine – with some staff members receiving their first vaccinations on the same day as the first person in the world at the University Hospital Coventry and Warwickshire. At the time of writing 88% of WCS staff have received either one or both doses of their Covid vaccination, with just 4% of staff being exempt on medical grounds.

We're incredibly proud that such a high proportion of our staff have chosen to have the vaccine. We know many of them had concerns or phobias they had to overcome, however by providing everyone with clear, factual information, the support of a local GP who provided answers to their most common questions in a video for us, and in some cases taking staff to their appointments, the results speak for themselves and demonstrate our staff want to do the right thing for the safety of our residents and each other.

Other stakeholder engagement as part of Statement by the directors in performance of their statutory duties in accordance with s172(1) Companies Act 2006

Suppliers: New ways of working

WCS Care is known in the care sector for our use of technology and embedding new, innovative ways of working. Our experience of thinking outside the box, trialling new approaches, learning fast and applying change held us in good stead during 2020.

Spray gates

Our staff, residents, visitors and new customers now have a different experience when they're coming into one of our care homes. Installed in every home, our spray gates use a natural, safe spray that kills bacteria or viruses on people's clothing and hair. This same spray is also used as an additional layer on top of our two-stage cleaning regime.

Dementia support

In 2020, HammondCare, a charitable Australian care provider, launched a dementia support service in the UK, providing free telephone support to carers who need additional professional advice if they have concerns about a resident. WCS Care were one of the first providers in the country to make use of this service, ensuring carers, who work more closely with residents, could contact the service directly to seek support.

Improving sleep
If you've not heard of acoustic monitoring, it's a non-intrusive technology that listens to sleeping residents and is triggered by unusual sounds beyond a set level for each person's specific needs. If there's no sound from a resident's room, they're left to sleep in peace, rather than being disturbed by hourly door-checks throughout the night.

Having installed acoustic night-time monitoring in our three new-build homes, and experiencing a reduction in night-time falls of 34% in the first year of use, we were keen to extend this technology to our existing residential homes for the benefit of more residents. However, the original system needed to be hard-wired, something which limited its rollout in our older homes. That is until our supplier, CLB, developed a wireless version of the system which means we're not restricted by the age or layout of the building. Residents at The Limes in Stratford-Upon-Avon were the first in the world to benefit from CLB's new system. However it wasn't simply the use of the wireless system that was innovative, or a first in the UK – we also implemented multi-site monitoring with The Limes being remotely monitored from another of our homes. This strategy has provided oversight and staff support for the night carers at The Limes, enhanced care quality and reduced night staff costs by 17%.

Human centric lighting
Circadian lighting imitates nature's cycles of light and dark, as well as the changes in colour we experience from dawn to dusk.

This natural cycle which links to our body clock has a huge impact on our wellbeing and health. When the clock is running smoothly we can be active, productive and eat well during the day, and sleep restfully at night when our breathing and heartbeat slows, and our core temperature cools. When our clock is running late or early our natural sleep/wake rhythm is upset, which has a number of knock-on effects on our health and wellbeing.

80% of residents living in a WCS Care home for older people live with dementia. 1 in 5 people with Alzheimer's disease experience sundowning syndrome, sometimes called late-day confusion, but it can also happen generally to older people. 1 in 15 people in the UK suffer from Seasonal Affective Disorder (known as SAD syndrome) which, because we live in the northern hemisphere, tends to impact people more between September and April.

The conditions above, as well as a lack of sleep, can lead to depression, over-eating, poor concentration, memory problems, a lack of energy, confusion, loss of day orientation and changes in mood.

Exposure to natural light for as little as 10 to 15 minutes a day, can help to reduce or stop these symptoms.

During the day, circadian rhythm lighting replaces the sun indoors, and at night stops you being exposed to inappropriate blue/white light which can delay or disturb sleep patterns.

In 2020 we've extended the use of circadian lighting to a third home and now have 87 rooms that benefit from this lighting. When we first started to use circadian lighting we compared the wellbeing of residents before and after its installation using dementia mapping and found that before installation 26% of people were in ill-being and 74% of people were in a neutral state of wellbeing, or content. After eight weeks of living with the new lighting no people were in ill-being, 45% of

people were very happy, and 100% of people were in a neutral, content of very content state of wellbeing.

Hydration treats

In September we started a trial with Lewis Hornby and his team at Jelly Drops. Lewis, Jelly Drop's inventor, created the sweet treats after realising how important staying hydrated was when his grandmother became severely dehydrated and had to go to hospital. Staying hydrated helps to regulate body temperature, keeps joints lubricated, prevents infections, delivers nutrients to cells and keeps organs functioning properly, amongst other things. It can also help improve sleep, cognition and mood.

It's something we keep a close eye on at WCS Care and we've set a target of at least 1.5 litres of fluid for each resident every day, which experts say is a healthy amount. We accurately record this on our mobile care planning app throughout the day, so we can encourage people to drink a bit more if they need to. The average daily fluid intake for people living with us is 1.9 litres.

For people with dementia, it can be particularly challenging to stay hydrated, so taking part in a trial with Lewis and his team gave us another tool to help our residents stay hydrated that came wrapped up in a fruit-flavoured sweet treat that contains 95% water. Eating a tray of the sweets gives a resident 300ml of water, the same as drinking three cups of water.

Residents and staff were keen to try the sweets and we provided a range of feedback to Lewis about the sweets' flavours, consistency, handling ease and packing. We've recently taken delivery of the improved version of the drops and will be trialling them in homes over the coming months.

Music for dementia

We often hear about the power of music and for people living with dementia, when language understanding and verbal communication becomes harder, music can unlock the brain and people who can no longer speak or follow a conversation can often still sing and even recall lyrics.

When CEO Ed Russell visited HammondCare in Australia in 2018 he witnessed staff musicians playing for residents at their care homes – a bit like music on prescription. This was the inspiration for our Community Musician role at Woodside Care Village – a permanent staff member who ensures music is an everyday experience for the people living there. From community musical experiences to personalised musical memories, our musician gets to know each resident's musical tastes so they can use the power of music to bring people together and help reminiscence.

Our first Community Musician has been so successful it's inspired us to change our recruitment of activity staff going forwards, and we're now recruiting people who have specific specialisms, such as music, or art and crafts, who can travel between homes and share their passion with residents.

Docobo

Having first been introduced to Docobo in our Innovation Hub several years ago, we've been pleased to be part of a trial of the Doc@Home integrated care system at several of our homes over the second half of the year.

When a resident starts to become unwell, this digital platform allows carers to record a resident's observations and symptoms by answering a range of structured questions. This data is then

transmitted to a secure clinical database ready for triage, contributing to faster, more appropriate treatment for residents. Designed specifically for residential care the system has contributed to a

reduction in unnecessary hospital admissions which can cause emotional and physical upset for residents, and the upskilling of carers.

Smart nutrition

Working with two of our long-standing innovation partners, apetito, who support our meal delivery approach at Castle Brook and Woodside Care Village, and PCS, who provide our electronic care planning system, we're trialling an approach to capture the nutritional value of the food our residents eat. By having the exact ingredients and nutritional values for each meal, we can use the PCS system to scan a meal option and capture the nutritional value of each resident's individual food consumption.

Although this project is in an early phase, initial work is progressing well and we hope this approach will contribute to food safety as well as nutritional knowledge through the flagging of allergens and dietary requirements.

Small household design

We believe it's important to recognise the success of the household design at Woodside Care Village in relation to managing Covid over the last year. We designed the home with small households for between five and seven residents, each with their own front door, to create a sense of community, provide a range of lifestyle choices and give residents a homely environment where they could do as little or as much as they wanted.

Another advantage of this design has been our ability to manage infection control effectively at the home. We had very few cases of Covid at the home, however where we did have isolated cases the infection didn't spread in the home because residents were able to be isolated effectively on their own household, with dedicated household staff and no access to the rest of the home or the rest of their household. If the infection had spread within a household it would have been limited to a small number of residents, however this didn't happen and each person was managed effectively through the isolation period.

Partnership working

Warwickshire County Council

We were pleased to build on the excellent working relationship we have with our local commissioners during 2020 and extend our contract with Warwickshire County Council to provide socially funded places in our homes for another five years, building on our charity's continuing social impact and our 30-year history of providing services.

We're proud that approximately 250 socially funded people benefit from WCS's charitable support every year leading to an overall annual charitable contribution of approximately £600,000 to this contract.

South Warwickshire Foundation Trust (SWFT)

Our partnership with SWFT was extended with additional capacity in 2020, and continued to deliver successful outcomes for hospital patients who are discharged to us for support with their ongoing reablement after experiencing a fall or having surgery. Freeing up vitally needed hospital beds, 87% of people who came through the service returned to their usual accommodation and 93% of people were discharged with no district nurse support requirements, an increase of 22% on the previous year.

This service was also extended to Drovers House in 2020, providing the same therapy provision in a homely environment for the people of Rugby.

Local charities and trusts
Two of the households at Woodside Care Village, Oken House and Eyffler House, are named after The Charity of Thomas Oken and Nicholas Eyffler, who provided grants to install acoustic monitoring and circadian lighting in the home.

The circadian lighting provides everyday health benefits for the people living at the home, and in particular has been of help when people have had to isolate during lockdown or upon admission to the home during the last year.

And we're pleased that Oken House is now home to six people, with Eyffler House, the last household to open, about to welcome its first residents, just 18 months after the home first opened.

Financial review

Taxation status
As a charity, WCS Care Group Limited is exempt from corporation tax on its charitable activities.

Insurance of directors and trustees
The charity maintains insurance for the directors and trustees of WCS Care Group Limited in respect of their duties for the organisation.

Reserves policy and going concern
It is the policy of the charity to target free reserves at a level which will support the operation of the business for a minimum of three months (approximately £4m). Reserves are also held to provide funds for the future development of its property portfolio, continual improvement of services and growth within the charity. The reserves policy is reviewed on an annual basis.

At the year end, free reserves represent unrestricted reserves of £18.9m, less fixed assets of £29.7m, plus debt used to finance assets of £16.7m, which equals £5.9m (2020: £2.6m), which is approximately 4 - 5 months expenditure. The free reserves over £4m are planned to be invested in maintenance of existing care homes and the development of new care services over the coming years.

The directors have considered it appropriate to adopt the going concern basis of accounting in preparing the financial statements. The trustees are of the view that adequate resources are available to the organisation to continue to operate as a going concern over the foreseeable future from the date of approval of the financial statements.

The Board has revisited its going concern assessment in July 2021 following the outbreak of Covid-19 during 2020. It has reviewed the re-worked cash flows up to March 2023 including scenario planning for a third wave Covid impact on self-funder income. Although there has been some impact, this has been minimal in 2020 year and has had no material impact on the financial viability of the charity in the foreseeable future.

Work is continuing to identify the longer-term effects of Covid-19 on the Care sector. However, we have seen the investment sentiment remaining strong and without an alternative safe and viable

option for the care of older people, residential care sector will continue to play a vital role. This work will be closely monitored and updated including consideration of the financial impact in the 21/22 year and beyond. A continuity plan was put to the test during the Coronavirus pandemic and the

Charity has shown to be resilient and able to operate and provide good levels of care in very challenging of circumstances.

Statement of disclosure of information to auditor
The directors at the time when the Report of the Trustees was approved confirm that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- each director has taken steps that ought to have been taken as a director in order to be aware of any information needed by the charity's auditor in connection with preparing their report and to establish that the charity's auditor is aware of that information.

Strengthening the financial position
The charity has made surpluses in the year, building on the reserves generated in previous years.

Financial results
The Charity generated an overall surplus of £1,984,000 (2020: £412,000) in the financial year ended 31 March 2021. This year's financial performance has had a positive impact on the Charity's balance sheet, shows net assets of £18,894,000 (2020 - £16,910,000). More information on the application of reserves is provided on page 11. Whilst substantial net assets are not the prime business objective, a strong balance sheet is important in providing the resources to support the Charity's development. The Charity remains in a position to be able to pay its debts as and when they fall due and it continues to provide quality care to its service users.

The Parent Charity, WCS Care, saw overall income from sales increase by 10.6%, mainly due to new sales from Woodside Care Village which opened at the end of November 2019, the annual inflationary increase and sales mix from existing rooms accounted for a 2.5% increase.

Care operating expenditure continues to absorb relatively high property maintenance costs and additional depreciation from fixture and fitting replacements and from the new care home. The Executive Team is charged with maintaining a tight control over operating and administrative expenditure whilst still recognising the need to undertake major maintenance works at some homes so that the high level of service to our service users is maintained.

Payroll costs have increased this year substantially due to additional staff deployed to combat the infection risk from Covid-19 and staffing Woodside Care Village. While the homes make every effort to minimise the use of agency staff, costs in this area have increased by £1,787,000. The Government grants of £1,281,000 to support the additional infection control costs have absorbed the additional staffing costs during the year.

The cost of all refurbishment and capital works has been depreciated since the completion of each individual scheme. The Charity has undertaken the refurbishment of all its Homes and combined with plant replacements and the new homes, depreciation costs have increased this year to

£1,560,000 (2020 - £1,490,000). Further information on depreciation costs can be found in note 8 to the Financial Statements.

The expenditure on property maintenance continues to be a priority for the charity at £1,060,000 (2020 - £891,000). Within this expenditure the Charity spent £358,000 on safe visiting measures which were partly offset by infection control grant funding. Smaller items of furnishings and equipment purchased by the Homes which, in accordance with the Charity's accounting policies has not been capitalised, increased to £92,000 (2020 - £50,000). This expenditure reflects the Charity's continuing commitment to maintain a high level of décor and furniture within the Homes for the benefit of our service users.

Cost increases were experienced in care and management staff, through the deployment of additional resources in care, pension contributions and Head Office support services, social activities for residents, residential expenses and professional services.

Although the charity operates on a 'not-for-profit' basis, the financial future of the business can only be secured through the delivery of an efficient and effective service that provides operating surpluses to finance even higher standards and future developments. The Charity is required to generate sufficient surpluses in order to raise finances from the bank to invest in existing and new homes.

Despite the continuing underlying financial success of the charity a number of significant financial pressures remain and these include:

i) Staffing costs

The additional staffing for Covid pressures and Infection control totalled £1,055,000 and were mitigated via the government grants received in year of £1,281,000. With the roll out of the vaccination programme, the care homes have seen a dramatic reduction in infections and this has led to a reducing demand on additional staffing. The Charity furloughed eligible staff for instances of self-isolation and pregnancy, this resulted to a claim of £184,000 for the year.

Over many years now the real cost of employing direct care staff in our residential homes has been increasing by significantly more than the rate of inflation. The increase in cost has resulted from meeting the needs of ever frailer residents, specific requirements to meet Dementia Care standards, enhancing service quality in areas such as social activities and laundry. Changes in legislation this year has resulted in over 6.1% increase in direct care staff wages due to increases in the National Living Wage and the continuing professionalisation of the workforce continues to maintain the upwards pressure on staffing costs.

In recent years, the tightening financial position of the charity and the economy in general has led to relatively small increases in pay-grade rates. Due to the lack of fee increases by our main local authority funder, it has been essential for pay awards to be kept to a minimum, in line with many employers in the sector, other than to recognise the increase in the National Living Wage each year. Despite this, there is still pressure on the organisation to generate the income to meet its major costs.

ii) Property maintenance costs, ICT and environment expenditure

The charity's previous refurbishment programme did not address all property aspects and certain equipment, such as boilers, lifts and catering equipment. A programme of replacements has been established and the charity will work through the remainder of this over the next few years. Further

resources have also been earmarked to roll out enhanced technology supporting electronic care planning and acoustic night-time monitoring within the homes. There is also an ongoing programme to purchase new furniture, flooring and curtains.

iii) Other costs

There was a significant Covid-19 related expenditure for PPE and infection control during the year. These costs were reimbursed via the Governments Covid financial pressures grant funding. £702,000 of PPE infection control costs were incurred, which were either reimbursed via the Government's funding to Councils or ordered directly via the Government's PPE portal. Costs related to enable safe visiting totalled £226,000 during the year.

Expenditure on insurance was higher than the normal inflationary increase, reflecting the care sector's higher risk profile due to Covid-19 during the year: £154k (2020: £126k). Other utilities costs, Electricity, Gas and Water services were more stable while the cost of food, waste disposal and CQC registration fees remain at significant risk of rising.

Brexit uncertainties will add further cost pressures in the areas of food supplies and energy costs, depending on the relative strength of sterling and potential additional tariffs being applied in any future settlement. Although WCS Care does not employ many staff from mainland Europe (less than 5%), the indirect effects of staffing movement at the minimum wage level could see staff shortages in the care sector as a whole.

In seeking to meet the increasing operational costs faced by the charity, the business strategy is geared towards improving income streams whilst being as efficient as possible in the deployment and management of staff and in contracting for services.

Places within our homes are purchased either by people with independent means or those supported through public expenditure to meet the specific care needs of very frail older people and adults with disabilities. The charity remains committed to ensuring that places will be available at support prices throughout Warwickshire to meet its commitment to operating for the public benefit.

WCC support prices rose in line with inflation in 2020/21, however, this did not entirely cover the wage increase resulting from the statutory National Living Wage.

The need to balance rising care standards and costs with income generation has driven the Charity's business strategy since inception. However, to secure the charity's future position as the leading independent care provider in Warwickshire, directors are committed to the generation of higher operating surpluses with the aim being to continue to strengthen the charity's Balance Sheet and to invest in new residential care homes. The directors have a long-term aim of building unrestricted reserves to a level that would support the operation of the charity for a minimum of six months. This objective has not been achieved, but as explained on page 11, the charity will strive to increase the level of free reserves over the coming years.

On the basis that WCC support rates rise in line with expectations and National Living Wage increases, directors remain confident the charity will be able to maintain care standards and develop its core services, as envisaged in the Business Plan.

Plans for future periods

The strategy adopted focuses on ensuring the Charity has the capacity and capability to develop and deliver future-proofed services. This strategy is predicated on a programme of ensuring sustainability or redevelopment of all its care homes across the county.

Report of the Trustees including the strategic report (Continued)

The key element of the strategy is to develop WCS older people's services over a 5-10 year period based on a mix of successful existing homes operated by WCS; expansion, redevelopment and new build extensions.

Development programme
The charity has developed three new residential care homes. The first home was opened in 2013 in Rugby, providing specialist dementia care for 75 people and the second opened in 2016 in Kenilworth, housing 84 residents and the latest development in Warwick opened in November 2019 with 72 beds. All three care homes were developed with a mix of internally generated funds and bank lending. The current focus is on bringing Warwick to full maturity and developing extensions to existing homes.

Principal risks and uncertainties

General risk management

On a continuous basis, specific risks are identified and rated high, medium or low in a matrix format. Controls are then designed to minimise or mitigate the risk through quality measures, indicating action required and by whom. The Business Risk Assessment forms an integral part of our board meetings.

The directors have examined the principal areas of the charity's operations and considered the major risks faced in each of these areas. The Executive Team reviews key organisational risks on a bi-monthly basis and these are assessed for their likelihood and potential impact on the charity. Action is taken to mitigate any significant risks and the outcome is reported to the board. In the opinion of the directors, the charity has established resources and review systems which, under normal conditions, should allow these risks to be mitigated to an acceptable level in its day to day operations.

Covid-19, service failures, the threat from competitors and higher wage costs due to statutory National Living Wage increases are the most significant risks faced by the charity.

Due to the significant potential harm posed by Covid-19 on the care sector and WCS Care, the Trustees and the Executive Team set up a Covid specific risk review, which focused on the following:

- The impact and development of the virus itself on resident wellbeing and survival.
- Staff morale, wellbeing and employment challenges.
- Financial viability from lower occupancy due to Covid risk preventing older people from choosing care homes as a preferred choice of care.
- Risk to the quality of care dropping whilst the focus throughout the organisation remains on controlling Covid-19 infections and its impact.
- Significant reputational damage due to potential outbreaks at the homes.

For all of the risks above, the Charity has strong mitigations and monitoring systems in place and is confident in being able to contain them.

The charity's operations expose it to a variety of financial risks that include credit risk, liquidity risk and interest rate risk. The charity has in place a risk management programme that seeks to limit any adverse effects on the financial performance of the charity by fixing majority of its' loans to avoid interest rate fluctuations.

The charity does not use derivative financial instruments to manage interest rate risks and as such, no hedge accounting is applied.

Given the size of the charity, the directors have not delegated the responsibility of monitoring financial risk management to a sub group of the board. The policies set by the board of directors are implemented by the charity's finance department.

Energy and emissions report

The following table summarises WCS Care's reporting requirements under the Government's Streamlined Energy and Carbon Reporting (SECR).

	2021	2020
UK energy use (1) kWh	**6,955,744**	7,363,656
Associated Greenhouse gas emissions (2) Tonnes CO2 equivalent	**1,538**	1,508
Intensity ratio (3) Tonnes CO2 equivalent emissions per FTE	**2.77**	3.00

(1) UK energy use (Kwh) is relation to Gas, Electricity and car fuel used by the company.
(2) The associated Greenhouse gas emissions tonnes CO2 equivalent has been calculated using the Government's conversion factors for reporting and HM Environmental reporting guidelines.
(3) The chosen intensity measurement ratio is total gross emissions in metric tonnes CO2e per full time employee (FTE).

Energy efficiency measures
Our ESOS (Energy Savings Opportunities Scheme) energy audit was undertaken in 2019 in accordance with the principles of the ISO 50002 and the British Standards Institution energy audits requirements. The Summary findings recommended to replace high energy lighting with LED equivalent. WCS has replaced florescent lights in two of the Home's receptions and where existing florescent lights fail these are upgraded to LED as a matter of course.

In 2021-22, as part of the work we are taking forward in relation to our Asset Management Strategy we will put mechanisms in place to monitor and improve our energy consumption and carbon footprint where it is feasible to do so.

Related parties
The organisation has one wholly owned subsidiary, which was active during the year: Common Lane Developments Limited (CLDL). The charity acquired the entire share capital of CLDL in May 2013 and developed the site it owns in Kenilworth into an 84 bed specialist residential dementia care home which completed in December 2016. CLDL will continue to operate as a development company for WCS Group Limited. It developed Woodside Care Village during 2019.

Significant contracts
The charity has a care contract with Warwickshire County Council (WCC) which is being extended for a further 5 years from 2021. The contract involves delivering residential care services to older people

and people with disabilities and provides the charity with around half of its income with the remainder generated from sales to private individuals or other public authorities.

Key performance indicators
Each home within the residential care operation prepares a monthly Management Report which includes key performance indicators to ensure each part of the business is compliant with the following standards which are internally audited. The KPI standards include overall care quality; safety; effectiveness of operations; responsiveness; and the homes being well led.

Public benefit
The charity trustees have complied with the requirement contained in section 17 of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charity Commission in exercising their duties.

Service users who are not able to fund their place entirely from their own resources are normally subsidised by their local authority, predominately Warwickshire County Council, following an assessment of care needs. In this way, the charity is able to ensure that individuals across the whole community are able to benefit from the high quality services WCS offers.

Fees charged to service users are commensurate with maintaining the financial viability of the organisation.

Statement of Directors' responsibilities
The directors are responsible for preparing the report of the trustees incorporating the strategic report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charity and of the incoming resources and application of resources, including the income and expenditure, of the group and charity for the year. In preparing those financial statements the directors are required to:

- select suitable accounting policies and then apply them consistently
- make judgments and accounting estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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 requirements of 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.

Report of the Trustees including the strategic report (Continued)

Independent auditor
A resolution to reappoint CROWE U.K. LLP as auditor to the charity will be proposed at the annual general meeting.

People management
An extensive programme of training on organisational values and aspirations continued to be delivered to staff across the organisation to ensure values are shared and cascaded into all areas of care and practice. Evidence that this was successful is apparent in recent reports from CQC which recognise the strong culture, leadership and innovation at all levels of WCS Care and individual homes.

Staff turnover increased slightly to 23% (2020 - 22%) above the internal target of 20%. Despite the level of staff turnover WCS does not have many staff vacancies.

WCS has in place Conditions of Service which comply with legislation, are flexible, support the organisation's values and objectives, and which promote employee satisfaction. They include:

- full and fair consideration of applications for employment made by disabled persons, having regard to their particular aptitudes and abilities
- continuing the employment of, and arranging training for, employees who have become disabled persons while employed
- the training, career development and promotion of disabled persons

Staff salaries (including KMP) are benchmarked against similar organisations, recruitment guidance and 3rd parties advice is also taken to ensure that they are reasonable and in line with the sector

Sickness absence was impacted by Covid-19 and increased to 5.8% for the year (2020 – 3.4%) and is slightly above the internal target of 5.5%.

The charity holds a Silver accreditation in Investors in People, which is due for renewal during 2021.

Approval of the report of the trustees and the strategic report
The Report of the trustees incorporating the strategic report has been approved by the Board of Directors and is signed on behalf of the board by:

A F Levett - Chairman



17 September 2021

Independent auditor's report to the members of WCS Care Group Limited

Opinion

We have audited the financial statements of WCS Care Group Limited ('the charitable company') and its subsidiary ('the group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, Group Balance Sheet, Company Balance Sheet, Statement of Consolidated Cash Flow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).
In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2021 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions related to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the Directors' report and the Strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report included within the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 4, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material

misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context were the CQC Regulations, General Data Protection Regulations and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be with the completeness and accuracy of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance Committee about their own identification and assessment of the risks of irregularities, designing audit procedures over income, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for

preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.

Kerry Brown

Kerry Brown
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
Black Country House
Rounds Green Road
Oldbury
B69 2DG

Date 30 September 2021

Consolidated statement of financial activities (including income and expenditure account) for the year ended 31 March 2021

	Notes	Unrestricted funds £000	Restricted funds £000	Total funds 2021 £000	Total funds 2020 £000
Income					
Income from Charitable Activities					
Provision of care services	2	22,389	-	22,389	19,688
Other income	2	185	-	185	-
Donations	2	85	1,281	1,366	-
Investment income	4	3	-	3	16
Total Income		22,662	1,281	23,943	19,704
Expenditure					
Charitable expenditure:					
Care operating expenses	6	20,194	1,281	21,475	18,880
Total charitable expenditure		20,194	1,281	21,475	18,880
Interest payable	5	483		483	412
Total Expenditure		20,677	1,281	21,958	19,292
Net income before other recognised gains and losses	7	1,985	-	1,985	412
Corporation tax paid	25	1	-	1	-
Net income and net movement in funds for the year		1,984	-	1,984	412
Reconciliation of funds					
Fund balances brought forward at 1 April	17	16,907	3	16,910	16,495
Net movement		1,984	-	1,984	412
Fund balances carried forward at 31 March		18,891	3	18,894	16,907

The notes on pages 28 to 43 form part of these financial statements.

Balance sheet as at 31 March 2021

	Notes	Group		Company	
		2021	2020	**2021**	2020
		£000	£000	**£000**	£000
Fixed Assets					
Tangible Assets	8	**29,701**	31,129	**29,717**	31,159
Investments	9	**-**	-	**-**	-
		29,701	31,129	**29,717**	31,159
Current Assets					
Debtors	10	**1,872**	1,741	**1,872**	1,732
Cash at bank and in hand		**5,519**	3,284	**5,495**	3,225
		7,391	5,025	**7,367**	4,957
Creditors: amounts falling due within one year	11	**(2,384)**	(3,336)	**(2,351)**	(3,274)
Net current assets		**5,007**	1,689	**5,016**	1,683
Total assets less current liabilities		**34,708**	32,818	**34,733**	32,842
Creditors: amounts falling due after more than one year	12	**(15,814)**	(15,908)	**(15,814)**	(15,908)
Net assets		**18,894**	16,910	**18,919**	16,934
Funds					
Unrestricted fund	17	**18,891**	16,907	**18,916**	16,931
Restricted fund	15	**3**	3	**3**	3
Total funds		**18,894**	**16,910**	**18,919**	**16,934**

Company Number: 02713150

The financial statements on pages 25 to 42 were approved and authorised for issue by the board of directors on 17 September 2021 and were signed on its behalf by:

A F Levett



Statement of Consolidated Cash flow for the year ending 31 March 2021

	Notes	2021 £000	2020 £000
Cash provided by operating activities	18	**3,058**	2,124
Cash flows from investing activities			
Interest income		**3**	11
Purchase of tangible fixed assets		**(129)**	(4,971)
Corporation tax	25	**(1)**	-
Cash used in investing activities		**(127)**	**(4,960)**
Cash flows from financing activities			
Cash outflow from repayment of borrowings		**(355)**	(850)
Cash inflows from new borrowings		**142**	4,671
Interest payable		**(483)**	(412)
Cash used in financing activities		**(696)**	**3,409**
Increase in cash and cash equivalents in the year	19	**2,235**	990
Cash and cash equivalents at the beginning of the year		**3,284**	2,294
Total Cash and cash equivalents at the end of the year		**5,519**	**3,284**
Cash and cash equivalents			
Cash and bank and in hand		**5,519**	**3,284**
Cash and cash equivalents		**5,519**	**3,284**

Note: All cash and cash equivalents are held in instant access deposit accounts.

Notes to the Financial Statements for the year ended 31 March 2021

1. Accounting policies

WCS Care Group Limited is a company limited by guarantee, registered in England and Wales with registration number 02713150, and a registered charity, number 1012788. The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Basis of Preparation and Going Concern

The financial statements have been prepared on a going concern basis.

In the current business climate, the Trustees acknowledges the ongoing Covid-19 pandemic. In response to the pandemic, the Executive and the Board are monitoring all aspects of the Group's activities and have implemented the necessary operational changes to mitigate the financial impact of Covid-19. Actions have included a full reforecast of the financial position and cash flows for the period to March 2022 and stress testing the cash position to assess scenarios relating to reductions in investment values. The liquidity of investments has also been considered to ensure that funds are sufficiently accessible should they be called upon.

Given the strength of the balance sheet and availability and liquidity of investments, the members of the Board believe that, while uncertainty exists, this does not pose a material uncertainty that would cast doubt on the group's ability to continue as a going concern. The Board, therefore, consider it appropriate for the accounts to be prepared on a going concern basis.

Basis of consolidation

The consolidated statement of financial activities, income and expenditure account, cash flow statement and balance sheet include the financial statements of the charity and its subsidiary undertaking made up to 31 March 2021 on a line by line basis. Intra-group sales and surpluses are eliminated fully on consolidation. Uniform accounting policies are applied across the whole group.

The charity has also taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirements to present a charity only Statement of Cash Flows and certain disclosures about the charity's financial instruments within the consolidated financial statements.

Tangible fixed assets

Property and equipment is stated at cost less accumulated depreciation and impairment charges.

Freehold land and buildings

Freehold land and buildings are capitalised at cost. Freehold land is not depreciated. New freehold buildings are depreciated on a straight line basis over their estimated useful economic life of 50 years commencing with the completion of the building or its acquisition. Capital expenditure incurred by the charity on refurbishing or improving older freehold properties acquired is capitalised. Depreciation on these properties is provided on a straight line basis over the expected economic life of the improvements, commencing with the period in which the improvement or refurbishment project is concluded. An average economic life of 25 years is used as a basis.

Other tangible fixed assets
Items costing over £1,500 each are capitalised. The cost of fixed assets comprises their purchase cost, together with any incidental costs of acquisition.

Depreciation is calculated so as to write off the cost of tangible fixed assets less their estimated residual values, on a straight line basis over the expected useful economic lives of the assets concerned. The principal annual rates used for this purpose are:

	%
Equipment, fixtures and fittings	20 – 33%

Leases
Rentals paid under operating leases are charged to the income and expenditure account on a straight line basis over the lease term.

Investments
Fixed asset investments include investment in subsidiaries which are stated at cost less any impairment.

Investment income
Interest income is accounted for on a receivable basis and is accrued up to the balance sheet date.

Income from provision of care services
Income, which excludes value added tax, represents revenue from residents and local authorities for care services. This revenue is recognised as the services are provided.

Legacies
Legacies are recognised when they are received or, if before receipt, there is sufficient evidence to provide the necessary certainty that the legacy will be received and the value can be measured with sufficient reliability.

Expenditure
Expenditure in relation to charitable activities is included on an accruals basis, inclusive of any value added tax which cannot be recovered.

Support costs
Support costs include all expenditure not directly attributable to the day to day operation of providing care services and relate to services provided by head office.

Bad debts
Specific provision is made for those debts which are not considered recoverable.

Government grants
Revenue grants are credited to the statement of financial activities.

Pension costs
The charity closed and exited the defined benefit pension scheme, operated by WCC on 31 September 2018. The total cessation payment amounted to £952k and was paid to WCC in March 2019. The LGPS members were transferred to the existing People's Pension scheme.

The charity operates its own Stakeholder Pension Scheme and makes contributions based on length of service. The charity has also implemented an Auto Enrolment Scheme making contributions that follow the requirements of the relevant legislation. The cost of contributions is charged to the statement of financial activities as incurred.

Taxation
Taxation has not been provided on the net income for the year on the grounds that Part 11 of the Corporation Tax Act 2010 applies (tax exemption for charitable companies).

Funds structure

Unrestricted funds
Fund available to the charity to reinvest in the services it provides.

Restricted fund
Unexpended balances relating to legacies from former residents to be used for the sole benefit of the home receiving the bequest.

Judgements in applying accounting policies and key sources of estimation uncertainty
The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities and the disclosure of contingent liabilities at the date of the financial statements. If, in the future, such estimates and assumptions, which are based on management's best judgement at the date of the financial statements, deviate from the actual circumstances, the original estimates and judgements will be modified as appropriate in the year in which the circumstances change.

Impairment of debtors
The group makes an estimate of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including ageing profile of debtors and historical experience.

Useful economic lives of tangible assets
The annual depreciation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets.

2. Income

Provision of care services
The total income of £23,942,000 has arisen entirely within the United Kingdom and includes a total of £9,153,000 which is received from WCC under a contract for the provision of care services (2020 £8,211,000). During the year, other income and donations received in relation to Covid-19 totalled £2,167,000:

	Unrestricted funds £000	**Restricted funds £000**	**Total funds 2021 £000**	Total funds 2020 £000
Income from charitable activities	**22,389**	**-**	**22,389**	**19,688**
Job retention scheme	185	-	185	-
Other Income	**185**	**-**	**185**	**-**
Infection control		1,281	1,281	-
Government portal PPE	85	-	85	-
Donations	**85**	**1,281**	**1,366**	**-**

3. Employee information

The members of the Management Committee, who are directors of the charity, receive no remuneration for their services to the charity but are reimbursed for incidental expenses associated with attendance at committee and other meetings. The total of expenses in the year of £0 (2020: £500) due to meetings being conducted online.

The cost of indemnity insurance for the trustees was £840 (2020: £896).

The cost of employing staff during the year was:

	Group		**Company**	
	2021 £000	2020 £000	**2021 £000**	2020 £000
Staff costs				
Wages and salaries	**13,895**	12,309	**13,895**	12,309
Social security costs	**822**	679	**822**	679
Pension costs	**324**	309	**324**	309
Total staff costs	**15,041**	13,297	**15,041**	13,297

Staff costs include expenditure on agency staff of £1,047,000 (2020: £1,280,000).

The average monthly number of persons employed within the charity by business activity was:

	2021	2020
	Number	Number
Residential care	**858**	747
Head office	**24**	23
	882	770

The following number of employees received remuneration (excluding pension contributions) falling within the following ranges:

	2021	2020
	Number	Number
£70,001 – £80,000	**1**	1
£80,001 – £90,000	**1**	2
£90,001 – £100,000	**1**	-
£100,001 – £110,000	**-**	1

The number of staff receiving more than £60,000 to whom retirement benefits are accruing under a defined benefit scheme was 0 (2019: 0). All of the above 3 (2020: 4) were members of a money purchase scheme for which the contributions were £45,000 (2020: £63,000).

The key management personnel of the group and the charity comprise of the Chief Executive, Finance Director and Director of Quality and Compliance. The total remuneration was £410,000 (2020: £525,000).

4. Investment income

	Group		**Company**	
	2021	2020	**2021**	2020
	£000	£000	**£000**	£000
Interest receivable on short term deposits and other bank balances	3	16	3	16
	3	16	3	16

5. Interest payable

	Group		Company	
	2021	2020	**2021**	2020
	£000	£000	**£000**	£000
Interest payable on bank loans	483	412	483	412
	483	412	483	412

6. Charitable expenditure

Care operating expenses of £21,475k (2020: £18,860k) include the following support charges:

	Group		Company	
	2021	2020	**2021**	2020
	£000	£000	**£000**	£000
General office and finance staff	**1,306**	1,351	**1,306**	1,351
Premises	**116**	161	**116**	161
Training	**39**	62	**39**	62
Information and communications technology	**340**	266	**340**	266
Banking and finance charges	**88**	17	**88**	17
Legal and professional	**64**	69	**64**	69
Governance costs	**51**	57	**50**	52
	2,004	1,983	**2,003**	1,978

7. Net income for the year

	Group		Company	
	2021	2020	**2021**	2020
	£000	£000	**£000**	£000
Depreciation charge for the year:				
Tangible owned fixed assets	1,556	1,490	1,556	1,490
Auditor's remuneration for:				
Audit	27	27	27	23
Other services	-	3	-	3
Operating lease rentals:	12	3	12	3
Other leases				
Expenditure on furnishings and equipment in refurbished premises	92	50	92	50
	1,688	1,573	1,688	1,569

8. Tangible assets

Group

	Freehold Land and Buildings £000	Fixtures Fittings and Equipment £000	Motor Vehicles £000	Total £000
Cost				
At 1 April 2020	42,428	3,425	15	45,868
Additions	14	146	-	160
Disposals	(26)	(5)	0	(31)
At 31 March 2021	**42,416**	**3,566**	**15**	**45,997**
Depreciation				
At 1 April 2020	12,683	2,047	9	14,739
Charge for the year	1,041	516	3	1,560
Eliminated in respect of disposals	(2)	(1)	-	(3)
At 31 March 2021	**13,722**	**2,562**	**12**	**16,296**
Net Book Value				
At 31 March 2021	**28,694**	**1,004**	**3**	**29,701**
At 1 April 2020	29,745	1,378	6	31,129

8. Tangible assets

Company

	Freehold Land and Buildings £000	Fixtures Fittings and Equipment £000	Motor Vehicles £000	Total £000
Cost				
At 1 April 2020	42,457	3,425	15	45,897
Additions	-	146	-	146
Disposals	(26)	(5)	-	(31)
At 31 March 2021	**42,431**	**3,566**	**15**	**46,012**
Depreciation				
At 1 April 2020	12,683	2,047	9	14,739
Charge for the year	1,040	516	3	1,559
Eliminated in respect of disposals	(2)	(1)	-	(3)
At 31 March 2021	**13,721**	**2,562**	**12**	**16,295**
Net Book Value				
At 31 March 2021	**28,710**	**1,004**	**3**	**29,717**
At 1 April 2020	29,774	1,379	6	31,159

The net book value at 31 March 2021 represents fixed assets used entirely for direct charitable purposes.

9. Fixed asset investments

WCS Care owns 100% of the share capital of the following group company:

Company	**Principal activity**
Common Lane Developments Limited Company number: 07582043 Incorporated in England in March 2011	Construction development services

The liability of WCS Care as a member of Common Lane Developments Limited is £799; 100% of the ordinary share capital. It made an operating loss of £1,000 for the year (2020 surplus: £35,000). The subsidiary has net assets of £5,000 (2020: net assets of £5,000).

10. Debtors

	Group		**Company**	
	2021	2020	**2021**	2020
	£000	£000	**£000**	£000
Amounts falling due within one year				
Trade debtors	1,741	1,574	1,741	1,574
Taxation recoverable	-	9	-	-
Prepayments and accrued income	131	158	131	158
	1,872	1,741	1,872	1,732

11. Creditors: amounts falling due within one year

	Group		**Company**	
	2021	2020	**2021**	2020
	£000	£000	**£000**	£000
Bank loans	**846**	965	**846**	965
Payments received on account	**-**	513	**-**	513
Trade creditors	**276**	455	**276**	395
Amounts owing to subsidiary undertakings	**-**	-	**78**	167
Other taxation and social security	**182**	180	**182**	180
Other creditors	**16**	8	**16**	8
Accruals	**1,065**	1,215	**953**	1,046
	2,384	3,336	**2,351**	3,274

12. Creditors: amounts falling due after more than one year

	Group		Company	
	2021	2020	**2021**	2020
	£000	£000	**£000**	£000
Bank loans	15,814	15,908	15,814	15,908
	15,814	15,908	**15,814**	15,908

Bank loans are repayable as follows:

	Group		Company	
	2021	2020	**2021**	2020
	£000	£000	**£000**	£000
In one year or less	845	965	845	965
Between one and two years	967	967	967	967
Between two and 5 years	4,586	4,574	4,586	4,574
In 5 years or more	10,261	10,367	10,261	10,367
	16,660	16,873	**16,660**	16,873

The charity has four loan facilities, which are fully drawn: (1) £2.3m variable loan to 2023. (2) Fixed loan of £5.1m to 2030. (3) Third loan, £5.5m fixed for 10 years to 2028. (4) £5.7m to 2043, which part financed the Warwick development and opened in November 2019.

On 13 May 2013 the charity entered into a debenture with The Royal Bank of Scotland plc to secure loan facilities by way of a fixed charge over all property, plant & machinery, goodwill, investments in subsidiaries and intellectual property. There is a floating charge over its undertaking and all its other property, assets and rights owned now or in the future which are not subject to an effective fixed charge under the debenture.

13. Employee benefit obligations

Defined contribution scheme

The charity participates in a Stakeholder Pension Scheme operated by Aviva which meets the government's Auto Enrolment requirements. This scheme was closed to new entrants in March 2015. Charity contributions range from 3% to 6% dependent on length of service and the level of contribution made by employees, which is flexible and governed by the Stakeholder Pension Scheme

rules. On 1 April 2014 the charity implemented an Auto Enrolment Scheme making contributions that follow the requirements of the relevant legislation. At present, employee and employer contributions are 3%.

The total pension cost for the charity for the defined contribution schemes in the current year was £324,000 (2020: £309,000). The increase is due to increased staff numbers.

14. Deferred grants

Deferred grants are included within accruals and deferred income.

15. Restricted funds

The income funds of the charity include restricted funds (represented by net current assets) comprising the following unexpended balances relating to donations received for the benefit of certain homes. The donations cannot be used for any other purpose and their net value at the end of the financial year was represented by a cash balance of £3,554.

Analysis of restricted fund movements

	Fund Balance brought forward	Incoming resources	Expenditure	Fund balance carried forward
	1 April 2020	**2020/21**	**2020/21**	**31 March 2021**
	£000	**£000**	**£000**	**£000**
Donations	3	1,281	1,281	3

During the year the charity received £1,281k in infection control grants for Covid 19 related expenditure.

16. Designated fund

The charity does not have any designated funds which have been set aside by the trustees.

17. Other charitable fund

The other charitable funds of the charity are represented by the following balances and movements in the year related to operational surpluses.

	Group		Company	
	2021	2020	**2021**	2020
	£000	£000	**£000**	£000
At 1 April	16,907	16,495	16,931	16,513
Net income	1,984	412	1,985	418
At 31 March	**18,891**	16,907	**18,916**	16,931

18. Reconciliation of changes in resources to net cash inflow from continuing operating activities

	2021	2020
	£000	£000
Net incoming resources for the period	**1,984**	412
Depreciation on tangible fixed assets	**1,556**	1,490
Interest receivable	**(3)**	(11)
Interest payable	**483**	412
Increase in trade debtors	**(167)**	223
Decrease in prepayments and other debtors	**37**	124
Decrease in trade creditors	**(179)**	(361)
Decrease in accruals and other creditors	**(653)**	252
Net cash inflow from continuing operating activities	**3,058**	2,541

19. Analysis of changes in net debt

	1 April 2020	Cash flows 2020/21	Financing charge 2020/21	31 March 2021	1 April 2019	Cash flows 2019/20	Financing charge 2019/20	31 March 2020
	£000	£000	£000	£000	£000	£000	£000	£000
Cash at bank and in hand	3,284	2,235	-	5,519	2,294	990	-	3,284
Debt due within 1 year	(965)	423	(304)	(845)	(791)	850	(1,024)	(965)
Debt due after 1 year	(15,908)	(210)	304	(15,814)	(12,262)	(4,671)	1,025	(15,908)

20. Capital commitments

	Group		Company	
	2021	2020	2021	2020
	£000	£000	£000	£000
At 31 March	-	163	-	-

Group capital commitments related to the construction works for a care home development in Warwick. Work on the development started in January 2018 and was completed in November 2019.

21. Financial commitments

At 31 March 2021 the Group and Company had annual commitments under non-cancellable operating leases as follows:

	2021		2020	
	Land and Buildings	**Other**	Land and Buildings	Other
Group and company				
Expiring within one year	-	**1**	-	-
Expiring between two and five years inclusive	-	**33**	-	4
	-	**34**	-	4

22. Contingent liabilities

At 31 March 2021 the Group and Company had no contingent liabilities (2020: £nil).

23. Related party transactions

The organisation has one wholly owned subsidiary which was active during the year, Common Lane Developments Limited (CLDL), registered at Newlands, Whites Row, Kenilworth, CV8 1HW. The charity acquired the entire share capital of CLDL in May 2013 and the company is used to redevelop care homes for WCS Care Group limited. During 2020-21 CLDL completed no work. Amount owned by CLDL to WCS Care as at 31 March 2021 is £78k (2020 -£47k).

24. Taxation

	2021	2020
	£000	£000
UK Corporation tax	**1**	0

Tax charged to the Statement of Financial Activities represents UK corporation tax payable by WCS's subsidiary, Common Lane Developments Limited, for the development and sale of Woodside Care Village to WCS Care in 2019.

25. Allocation of Net Assets between funds – Current Year

	Group			Company		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	**Total**
Tangible Fixed Assets	29,701		**29,701**	29,717		**29,717**
Net Current Assets / (Liabilities)	5,004	3	**5,007**	5,012	3	**5,015**
Long-Term Liabilities (> 1 yr)	(15,814)		**(15,814)**	(15,814)		**(15,814)**
	18,891	3	**18,894**	18,915	3	**18,918**

Allocation of Net Assets between funds – Prior Year

	Group			Company		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	**Total**
Tangible Fixed Assets	31,129		**31,129**	31,159		**31,159**
Net Current Assets / (Liabilities)	1,686	3	**1,689**	1,680	3	**1,683**
Long-Term Liabilities (> 1 yr)	(15,908)		**(15,908)**	(15,908)		**(15,908)**
	16,907	3	**16,910**	16,931	3	**16,934**

Consolidated statement of financial activities (including income and expenditure account) for the year ended 31 March 2020

	Unrestricted funds £000	Restricted funds £000	Total funds 2020 £000	Total funds 2019 £000
Income				
Income from Charitable Activities				
Provision of care services	19,688	-	19,688	17,592
Other income	-	-	-	-
Donations	-	-	-	-
Investment income	16	-	16	13
Total Income	19,704	-	19,704	17,605
Expenditure				
Charitable expenditure:				
Care operating expenses	18,880	-	18,880	17,118
Other expenditure			-	(1,292)
Total charitable expenditure	18,880	-	18,880	15,826
Interest payable	412		412	377
Total Expenditure	19,292	-	19,292	16,203
Net income and net movement in funds for the year	412	-	412	1,402
Reconciliation of funds				
Fund balances brought forward at 1 April	16,495	3	16,498	15,096
Net movement	412	-	412	1,402
Fund balances carried forward at 31 March	16,907	3	16,910	16,498