

# AUTISM AT KINGWOOD

England & Wales · Charity number 1041924

## Details

|                |                                                         |
|----------------|---------------------------------------------------------|
| Other names    | THE KINGWOOD TRUST, KINGWOOD                            |
| Status         | Registered                                              |
| Legal form     | Charitable company                                      |
| Company number | <a href="#">02980543</a>                                |
| Registered     | 1994-11-03                                              |
| Register       | <a href="#">View on the Charity Commission register</a> |

## Contact

|         |                                                                    |
|---------|--------------------------------------------------------------------|
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| Website | <a href="http://www.kingwood.org.uk">www.kingwood.org.uk</a>       |

## Activities

**Objects:** TO PROMOTE THE WELFARE AND RELIEF OF PEOPLE WITH AUTISM, LEARNING AND/OR PHYSICAL DISABILITIES AND/OR PSYCHIATRIC ILLNESS IN PARTICULAR BY(A) THE PROVISION OR ASSISTANCE IN THE PROVISION OF CARE AND ACCOMMODATION (INCLUDING THE ESTABLISHMENT OF RESIDENTIAL HOMES) FOR SUCH PERSONS AND(B) THE PROVISION OR ASSISTANCE IN THE PROVISION OF THE TRAINING OCCUPATION AND LEISURE ACTIVITIES OF SUCH PERSONS FOR THESE PURPOSES, 'AUTISM' INCLUDES AUTISTIC DISORDER, PERVASIVE DEVELOPMENTAL DISORDER (NOT OTHERWISE SPECIFIED), ASPERGER SYNDROME AND RELATED DEVELOPMENTAL DISABILITIES.

**Activities:** The provision of long term care for adults with profound learning disabilities and autism.

## Classification

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- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** Disability
- **Who:** People With Disabilities

## Geography

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- Buckinghamshire
- Hampshire
- Oxfordshire
- Reading
- West Berkshire
- Wiltshire
- Windsor And Maidenhead
- Wokingham

## Finances

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| Period end | Income      | Expenditure | Assets     | Employees |
|------------|-------------|-------------|------------|-----------|
| 2025-03-31 | £9,813,684  | £9,359,048  | £2,450,184 | 213       |
| 2024-03-31 | £10,005,719 | £10,438,836 | £1,995,548 | 276       |
| 2023-03-31 | £10,891,616 | £10,622,566 | £2,556,692 | 258       |
| 2022-03-31 | £10,059,570 | £9,826,542  | £2,329,934 | 250       |
| 2021-03-31 | £8,245,063  | £8,005,642  | £2,096,906 | 267       |

## Trustees

| Name                   | Role | Appointed  |
|------------------------|------|------------|
| David Hill             |      | 2025-10-07 |
| David Swann            |      | 2017-09-01 |
| Lisa Basford           |      | 2020-04-29 |
| Michael Robinson       |      | 2024-06-11 |
| Robert Beckley         |      | 2024-06-11 |
| Roger Setchell         |      | 2023-11-28 |
| Steven Bastiman-Davies |      | 2019-10-22 |
| Suveka Santhakumar     |      | 2025-10-07 |
| Tatum Aspeling         |      | 2025-10-07 |

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# Accounts

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# **Autism at Kingwood**

## Annual Review and Financial Report 2024-2025



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# About Autism at Kingwood

## We are proud to be celebrating 30 years of delivering person-centred support to autistic adults.

In 1994 Dame Stephanie Shirley CH founded the Charity to support her autistic son Giles, removing him from a psychiatric hospital where he had lived for 11 years, and into a supported living home. Giles was supported by caring support workers who, for the first time in his life, enabled him to make his own choices about his life.

This person-centred ethos was the blueprint for Autism at Kingwood's supported living model. Thirty years later, in 2023-24, the Charity supported 111 autistic people to live successfully in their homes and in their community.

The range of support ranges from 24-hour care to a few hours of outreach for people who need a little extra support to help them live independently.

We strive to provide added value to the lives of those we support. Our horticultural/DIY project, holiday home and social activities support people to be engaged in their community and reach their potential.

Additionally, Autism at Kingwood employs psychologists who provide support for staff in their work and directly for the people we support. The Charity also delivers autism diagnosis and post-diagnosis support via the Oxfordshire Adult Autism Diagnosis Support Service on behalf of Oxford Health.

**During the year, Autism at Kingwood supported 111 people from Berkshire, Oxfordshire and Buckinghamshire. Of these, 71 were in supported by teams providing comprehensive supported living, and 40 were supported by our outreach team.**



**I have had the utmost pleasure of being part of a transition for a young man from secure services to the community provision in Didcot.**

**Throughout the whole process of this complex case, I have worked with, alongside and as part of, the staff team and managers. This has been the best transition I have experienced in my 50 years in Learning Disabilities.**

**At no point were the staff ever unable to accommodate requests from our service. Keeping risk management at the forefront of everything, alongside their incredibly kind and caring attitude towards the individual, was always driving towards the best outcome for the person concerned – all of this whilst delivering the same standards to their current service users.**

**Effective, efficient, kind, compassionate and dedicated to their work in providing what has been the best and hopefully most successful transition I have been involved with. The personal touches, the welcome this young man received and the ongoing display of sheer hard work, determination and the end goal for success and happiness for individuals is second to none.**

**Thank you to all those involved and who made this a life event to be proud of. You are all a wonderful group of people.”**

**Kate Brown**

Forensic Community Learning Disability Nurse

# From David Swann, Chair of the Board of Trustees



**This has been an important year for Autism at Kingwood, a year in which we celebrated our 30th anniversary.**

It has been the first full year of operating within the new strategy for the Charity, which was approved by the Board in 2024. Under Sarah's leadership, the strategy has brought a renewed focus for the organisation, channelling Kingwood's energy and resources into the three goals of improving outcomes for those we support, growing the Charity in a controlled and sustainable way, while ensuring the financial viability and stability of the organisation.

A great example of this in action has been the formulation of the new service designed to take young adults leaving residential education and supporting them to live fulfilling and independent lives. The Board has approved a significant investment in the Charity's main residential property, preparing it for the needs of young adults with some grants being awarded by charitable trusts, to whom we are most grateful.

The Board is always looking for ways to engage with and hear the views of those we support, their parents and families. We are now using the quarterly 'family forums' to primarily hear the

concerns, thoughts and feedback directly from parents and families. We also use the forum to explain the responsibilities of the Board, how it operates and the issues we deal with. This is not a substitute for the existing ways by which families can voice specific concerns regarding their loved ones, but my expectation is it will better inform the Board when charting the course for Kingwood over the coming years. I hope more parents and families will take up this opportunity to make their voices heard.

Finally, anyone attending our annual celebrations each June will be struck not just by the joyous energy of those we support but also the quiet, patient professionalism of the Kingwood team of support workers. These are skilled roles and, in a social care sector crying out for reform and better funding, should be recognised as such.

On behalf of the Board, I should like to thank the entire Autism at Kingwood team for their dedication, determination and energy throughout the year.

**David Swann**  
Chair



**The Board has approved a significant investment in the Charity's main residential property, preparing it for the needs of young adults with some grants being awarded by charitable trusts, to whom we are most grateful.**

# From Sarah Butcher MBE, Chief Executive



**As I reflect on my second year at Autism at Kingwood, I feel an even deeper sense of purpose and commitment to the journey we are on together. This past year has been one of consolidation, learning, and laying important foundations for our future.**

The people we support remain at the heart of everything we do. Their individuality, strength, and determination continue to inspire me every day. Through their lives we are constantly reminded why our work matters so much. Our staff teams have once again shown incredible dedication, empathy, and adaptability in the face of ongoing sector challenges, and I am immensely proud of the team we are building together. Our families, too, continue to walk this journey with us – sharing their insight, passion, and unwavering support.

Over the past year, we've taken meaningful steps toward realising the ambitions set out in our three-year strategy. Central to this has been the development of the Kingwood Autism Approach. We are now beginning to embed the approach

across the organisation, and the feedback we have had is very encouraging. It is already helping to drive a more structured, consistent, impactful approach and enabling our teams to deliver excellent person-centred support for autistic people with complex needs.

In parallel, we have made good progress in strengthening our operational and financial foundations. The implementation of digital social care records has been very successful, and we are now moving forward with other key digital projects. This will significantly enhance how we collect and use data to improve support, while streamlining how our staff record and share key information. We've also taken the necessary steps to underpin future growth, particularly in relation to decommissioning unsustainable services and plans to develop a new service model for young autistic people leaving school or college.

While we remain ambitious for the future, we are also taking a pragmatic approach to growth. The pressures on social care remain intense, and the sector continues to face serious workforce and funding challenges. However, we are confident in the strength and resilience of Autism at Kingwood. Through strong leadership and continued investment in people, technology, and innovation, we are positioning ourselves to grow sustainably and responsibly, always guided by the needs of those we support.

This journey is one of transformation, not just of systems and structures, but of expectations, opportunities, and understanding. And it is being made possible by the remarkable community that surrounds us. It remains an enormous privilege to be part of Autism at Kingwood. To our staff, families, supporters, and, above all, the autistic people we support: thank you for your trust, passion, and partnership.

**Sarah**  
Chief Executive

# Dame Stephanie Shirley CH



**The Autism at Kingwood family were deeply saddened by the death of our Founder, Dame Stephanie Shirley CH, on 11 August 2025, aged 91, following a short illness.**

Dame Stephanie, or Steve as she liked to be known, established Autism at Kingwood in 1994, initially to support her autistic son Giles, who had spent 11 years in a psychiatric hospital.

Steve and her husband Derek bought a house in the village of Kingwood Common in Oxfordshire, where Giles could live and – for the first time in his life – be supported to make his own decisions about his life.

Steve said that it took years to ‘de-institutionalise’ Giles, but gradually he flourished, enjoying walks, painting and his pet cat. After a time, Steve and Derek felt that the home could support another young man, James, who Autism at Kingwood still supports today.

This was Autism at Kingwood’s model for supported living, and the person-centred ethos

remains at the heart of what we do over 30 years later; supporting autistic people to live successfully in their own homes, to participate in recreational and developmental activities, and to access their community.

Over time, the trustees of Autism at Kingwood recognised that the Charity's strength lay in providing care rather than owning houses, and the Charity continued to develop services in existing properties – typically owned by housing providers, local authorities, or families, and the original house was sold. However, Steve had also purchased another home in Reading, which is about to become a flagship service that will support young autistic adults with learning disabilities and complex needs as they leave their school and enter our adult social care.

Autism at Kingwood is the first of three autism charities that Steve established. In 1999, she set up Prior's Court, a residential school for autistic children and young adults, which, she said, would have been the school her son Giles would have gone to had such a school existed. Her third autism charity Autistica was founded in 2004 to fund research into autism.

Steve had a remarkable life. She arrived in Britain as an unaccompanied five-year-old child refugee on the Kindertransport in 1939, fleeing the Nazis with her sister. Steve excelled in mathematics, but the subject was not offered to girls and her school, so she gained permission to study maths at the neighbouring boys' school.

In the 1950s, she began a career path in computing, initially at the Post Office Research Station, whilst studying in the evenings for a mathematics degree. But in the early 1960s, now married, she was becoming frustrated with the low expectations and inequality that women faced in the workplace.

So, in 1963 and with just £6, Steve started her own software company, Freelance Programmers, recruiting other women and pioneering 'working from home'. The company became Xansa (now Steria) and became hugely successful. They worked on and delivered major projects, including Concorde's black box, airline reservation systems and Ernie, the computer system that generated winning premium bond numbers.



**Steve's enduring legacy is defined by her unwavering drive, passion, and commitment – qualities that will continue to inspire and guide our work with autistic people."**

**Sarah Butcher MBE**

CEO at Autism at Kingwood

Steve was made a Dame in the Millennium Honours List for services to the computing industry.

When the company was floated, Steve gained significant wealth. She gave most of it (£70m) away through the establishment of The Shirley Foundation, a charitable trust that enabled her set up her two further autism charities, as well as supporting many other ventures and charities in the field of technology, women and technology and autism.

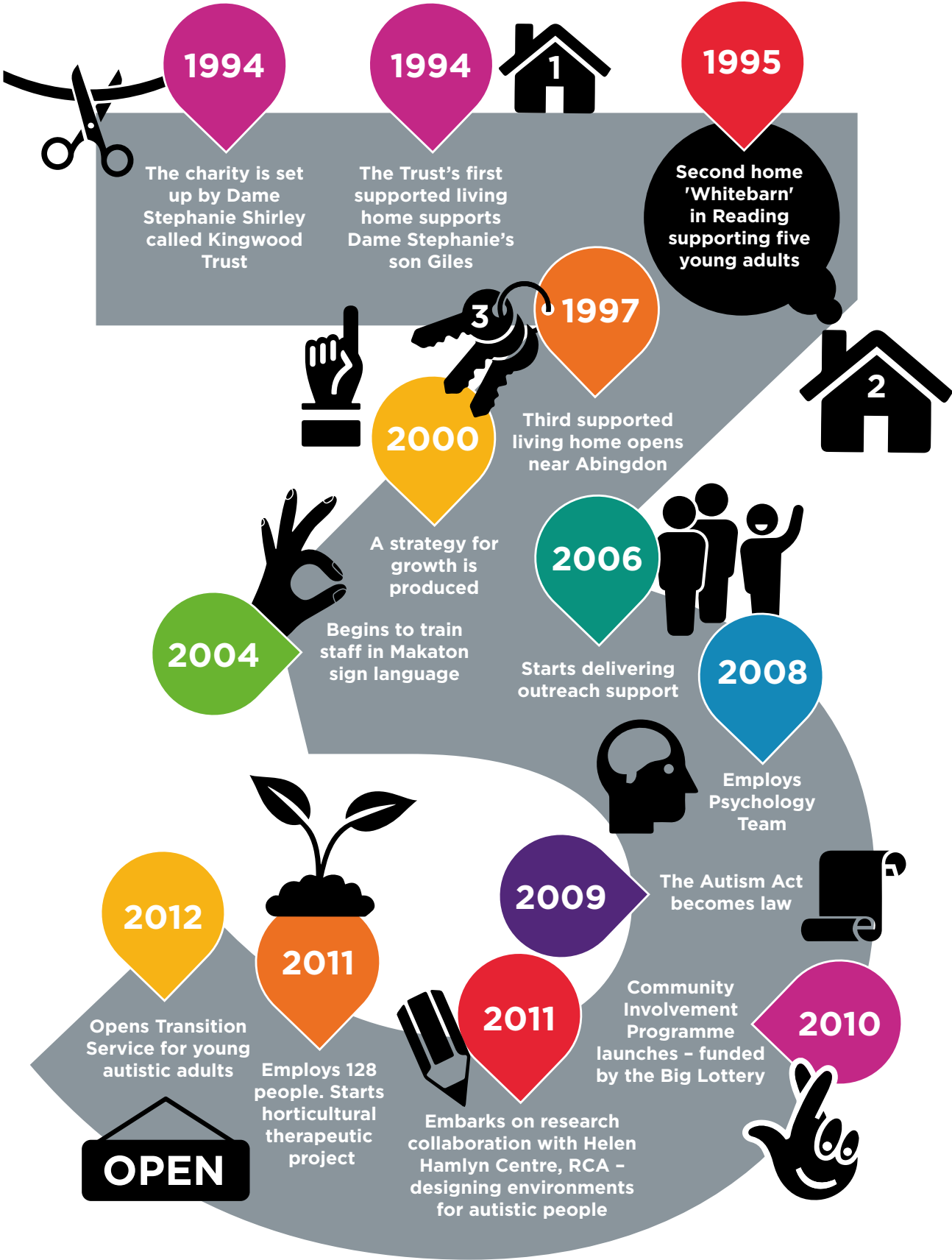
In 2017, Steve was appointed Member of the Order of the Companions of Honour (CH), a membership limited to only 65 individuals globally, for her services to the IT industry and philanthropy.

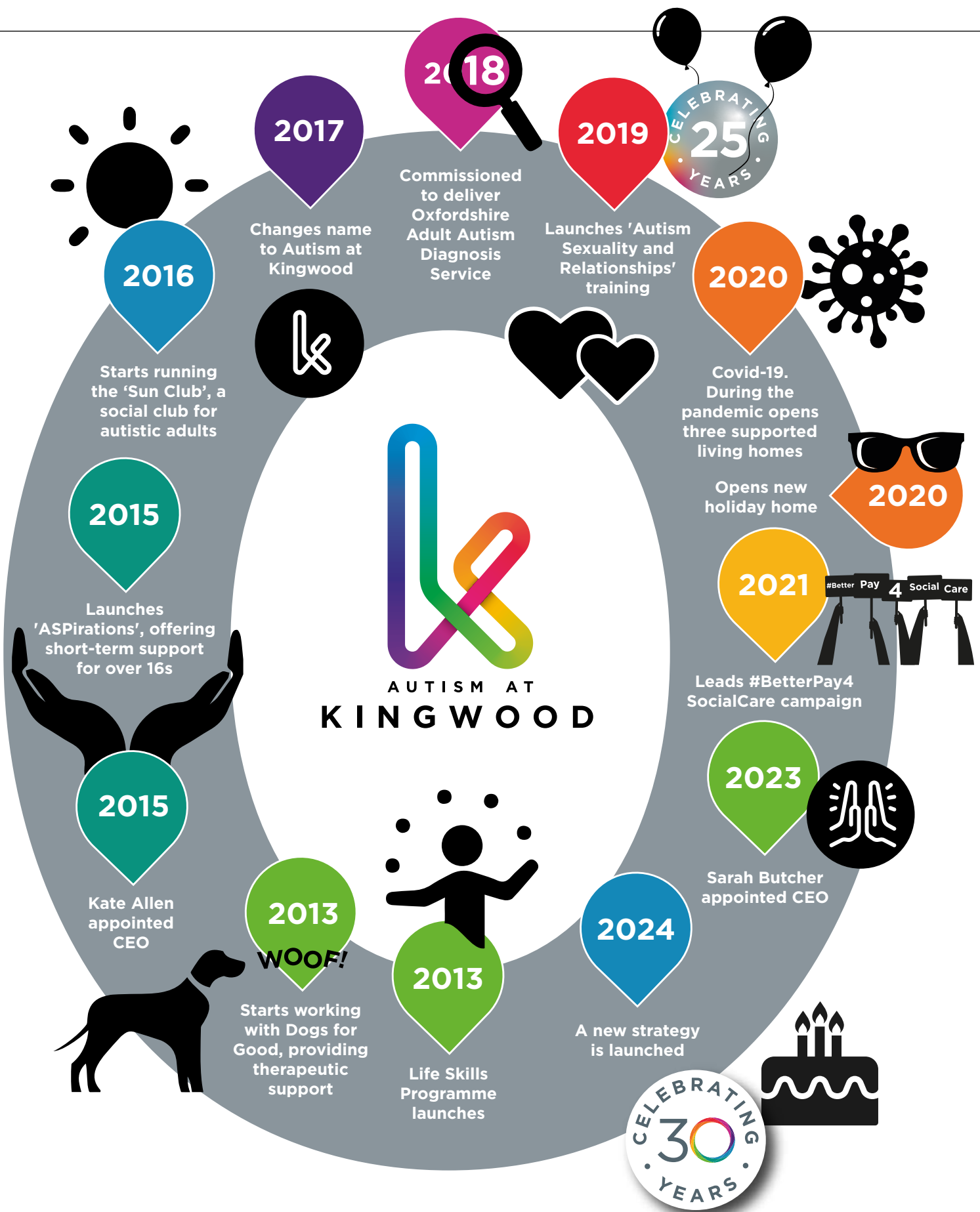
Not one to miss out on a party, Steve loved to celebrate our milestones with us! In 2024 on our 30th anniversary, Steve spoke of being 'enormously proud of Kingwood' and excited about our plans to forge a stronger bond with her 'second' Charity Prior's Court, as well as other autism schools.

The driving force for Steve's incredible work was rooted in her arrival to the UK as a refugee. She wrote: "A simple resolution took root deep in my heart: I had to make sure that mine was a life worth saving".

Sarah Butcher MBE, CEO at Autism at Kingwood said: "Steve's enduring legacy is defined by her unwavering drive, passion, and commitment – qualities that will continue to inspire and guide our work with autistic people".

# 30 years of Autism at Kingwood





# 30 years of Autism at Kingwood



I'm enormously proud of Kingwood. It's so personal to me. On behalf of all the families, I thank the trustees and staff for the quality and consistency of the lifestyles you facilitate. I wish you continued success on what you make happen over the next 30 years!"

**Dame Stephanie Shirley CH**

## **The Autism at Kingwood Strategy – Year 1 report**

**In 2024 we launched our three-year strategy, which identified our three strategic ambitions: improving outcomes, financial stability, and growth. Intrinsic to this was the implementation of the 'Kingwood Autism Approach'; a flexible toolkit of best practice techniques that, applied in a blended way to suit the needs of our beneficiaries, fully supports their emotional, physical, and social well-being.**

The success of this approach is dependent on the high calibre of staff and their development and training. Autism at Kingwood invested in effective recruitment and has in place a strong, motivated support team, keen to become autism specialist practitioners and to deliver best-practice support. During the year, we recruited a highly skilled Kingwood Autism Approach Practitioner, who has helped frontline staff in the delivery of the approach.

**We are grateful to the Baily Thomas Charitable Fund who part-funded the post of Kingwood Autism Approach Practitioner**

**The Kingwood Autism Approach consists of:**



# 30 years of Autism at Kingwood



## New Autism at Kingwood service to open in 2026

The trustees and senior leadership team made the decision to refurbish the one property the Charity owns in Reading to create a supported living home that will support ten young autistic adults with high needs.

This will happen in the next financial year.

With the Kingwood Autism Approach in place, Autism at Kingwood will support young autistic adults transitioning to our care, ensuring they continue to receive the individualised support they are familiar with, whilst actively bridging the gap between their more formal education setting, and the growth, development and lifelong learning they require as they transition into adulthood.



**Autism at Kingwood is an established Oxfordshire care provider delivering high quality services for people with autism in Oxfordshire and neighbouring areas.**

**In a market which is significantly short of required skills, Autism at Kingwood is a huge asset locally, drawing on their long experience of initiating and developing personalised services.”**

**Eddy McDowell**  
CEO, OACP



# Staff recruitment, training and development

## 2024/2025 has seen greater stability within the Autism at Kingwood staff team.

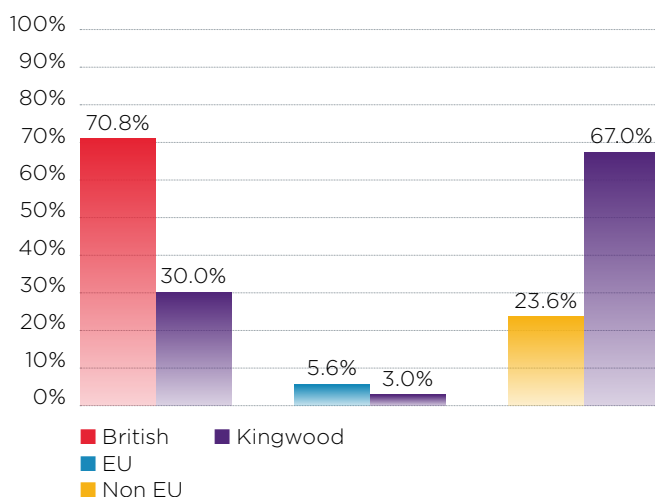
The success that we have had using sponsorship licences has provided regular staff teams for the people we support and has, over the past two years, reduced our dependency on agency staff **from approximately 37% to around 10%.**

Agency staff still work with us but now in the way that they should be used as short notice and occasional staff who can 'bridge the gap' as required in service. Alongside this we have refined our staff bank so that we now have a smaller core of active staff which in turn means that they are more familiar with the people they support and their colleagues.

Going forward the recruitment team are focused on the job of recruiting around 45 staff to work in the new Cressingham Road service when it opens.

Adult Social Care in the UK is recognised as a hard to recruit sector with high turnover of staff and high levels of international staff. As a result of our recruitment using the opportunities provided by the sponsorship scheme we have a lot of international staff. They bring with them a variety of experience, a desire to learn and better

### Adult Social Care employee demographic profile (including elderly care) 2024/2025 – how Kingwood compares



themselves and a tenacity which everyone at Kingwood benefits from.

Our senior team has been reinforced with our new 'Director of Quality and Safety' and 'Senior Operations Director'. These roles reinforce our governance and compliance functions.

To support our staff in their role we have created the 'Kingwood Autism Approach' which underpins a pathway to lifelong learning. We believe that everyone, staff as well as the people we support, are learners and can improve their life through learning. The Kingwood Autism Approach identifies a variety of tools that are known to enable staff to provide the support that they give. We have established and continue to develop a comprehensive training programme and we are training our staff in the use of these tools.

To support our operational staff we have two staff, one part-funded, who are training and developing these new skills. As staff start to implement these new skills, the changes in the lives of the people we support are identifiable.

# James



James lives by himself and has 2:1 support for most of the day.

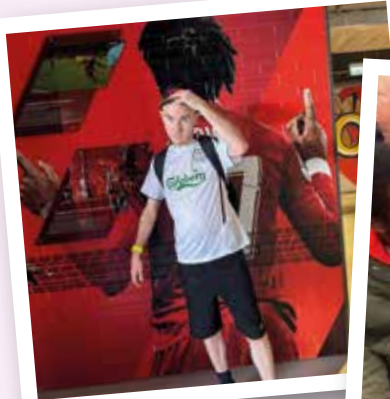
There had been a lot of caution by staff about what had been unpredictable and sometimes challenging behaviour.

I felt that James was somehow imprisoned in his home; he was so isolated and had a very limited life of building Duplo, tearing up newspaper, going for a walk or a drive.

How could we make his life more interesting and enable him to access the community, without putting himself or others at risk?

Real progress was made. I mentioned that he used to rip up paper, which we thought was purely sensory, but he was also looking at the papers, and specifically at sport pictures. Staff asked him if he wanted to visit the Liverpool FC site, and they took a day trip there. We are now able to engage with him over sport and pictures.

We used to take James everywhere in the car, never risking public transport, but we got to the stage where we were able to support him to take public transport. Now James frequently goes on public transport with his support staff – even the London Underground!



I then went on the TEACCH Structured Teaching course run by our CEO Sarah Butcher, and all the questions I'd been asking myself about James were answered.

Up to now, we had only used Makaton to communicate with James, but after my TEACCH training, I introduced more techniques. We used pictorial communication and we started to be more verbal with him and, in response, I really believe James started to consider his support workers as buddies. He started to listen to staff, and his social skills improved.

We have been able to communicate to him about, and improve, his diet; he now enjoys a more balanced diet. Staff have successfully taken him to restaurants.

We thought about his fascination with Duplo and we decided to see if he might be interested in 'how things work' activities in the home. We were very proud of him for assembling part of a BBQ by himself."

**Milca**  
Support Manager

# A year of celebrations!



**At our Annual Celebrations, people we support and staff were recognised.**



# A year of celebrations!



**We joined forces with Prior's Court School to mark Autism Acceptance Month with a celebratory walk on their beautiful grounds.**



**People we support enjoyed a day on the River Thames in Henley-on-Thames with their support staff.**



With the support of Dominic West, Juliet Stevenson, Magdalen College Choir and over 30 volunteers, we put on 'A Candlelit Christmas Evening' at Dorchester Abbey with over 350 people attending. Guests enjoyed minced pies and mulled wine after the performance.



Volunteers lit 1,000 candles for the event!

All this amazing support helped us reach our target!



# James



**My son James has been supported by Autism at Kingwood for over 15 years. He needs full 24-hour support. He is well cared for and treated with respect.**

**The Managers try to maintain a consistency of staff, wherever possible, which is very important for my son who has complex needs. His support staff ensure he goes out regularly to undertake meaningful activities that my son enjoys. This includes shopping, trampolining and swimming. His dedicated support staff have also taken him to the theatre and on holiday. They have enabled him to go to Disneyland Paris on several occasions, which he particularly loves.**

**When my son had to move house his support staff worked hard to make this transition as smooth and stress-free as possible.”**

**Caroline**

**Our large allotment in Oxfordshire continued to provide horticultural and outdoor skills for the people we support.**

**A variety of produce was produced by and for people we support. Wooden furniture was upcycled and bird boxes made.**



# Volunteer support



**We are hugely grateful to wonderful employer teams from Microsoft and Sanofi who helped keep our large garden spaces in order!**

# 60x1=700

**Sixty people volunteered for us during the year, providing nearly 700 hours of support.**



**Ben completed a 30-lap sponsored cycle for Kingwood!**

# Recognition



Lucy, who we support, is a filmmaker and member of Shadowlight Artists, a group of award-winning learning disabled and autistic artists based at the arts Charity Film Oxford.

Her film, 'My Cameras', earned her a nomination at the Oska Film Festival, the biggest film festival for people with disabilities in the world.

Lucy attended the awards evening in Brighton, and she won!

## Awards

Our success in recruiting exceptional colleagues through the Sponsorship License Scheme was acknowledged at the Oxfordshire Care Awards, where we were overall Winner for the International Recruitment Award.

Support Worker Esther Kariuki was Highly Commended in her role in delivering exceptional support.



Her nominator wrote: “Esther’s dedication to her role goes above and beyond the call of duty. She approaches each day with a positive attitude and a genuine desire to make a meaningful difference in the lives of others. Her compassion, empathy, and professionalism shine through in every interaction she has with clients and colleagues alike.”



# Davey



**One of our teams provided exceptional support to Davey, someone we had supported for many years, during his palliative care.**

“

**The staff picked up every shift possible and adapted their way of working to ensure that Davey was comfortable and calm and they were all there on Christmas Eve at the end. They should be incredibly proud of themselves for being there for Davey, and his family, whilst managing their own emotions, at every moment.”**

**Jess McClory**  
Manager

“

**The team stepped out of the support worker role into a carer role. They also advocated his wishes to be cared for at home. I felt very humbled to be allowed to support them at a very difficult time and would like to thank them from the bottom of my heart.”**

**Carol Oakly**  
Area Manager

# Administrative Details of the Charity, its Trustees and Advisers

**Trustees**

**David Swann**  
**Lisa Basford**  
**Steve Bastiman-Davies**  
**Roger Setchell**  
**Bella Ikpasaja** (resigned 11 June 2024)  
**Michael Robinson** (appointed 11 June 2024)  
**Robert Beckley** (appointed 11 June 2024)

**Senior Leadership Team**

**Sarah Butcher**  
Chief Executive  
**Arcott Mahesh**  
Chief Finance Officer  
**Tapiwa Moyo**  
Director of Care & Support  
**Nina Fidgeon**  
Director of Quality & Safety  
(Joined September 2024)  
**Anne Asprey**  
Head of Human Resources  
**Philippa Stannard**  
Head of Engagement

The trustees have delegated day-to-day management of the Charity to the Senior Leadership Team and take advice from them concerning the management of the Charity.

**Patrons**

Founder Patron  
**Dame Stephanie Shirley CH**  
(Died 11 August 2025)  
**Jeremy Irons**

**Registered/Principal Office**

Baptist House  
129 Broadway  
Didcot  
OX11 8XD  
  
[www.kingwood.org.uk](http://www.kingwood.org.uk)  
[info@kingwood.org.uk](mailto:info@kingwood.org.uk)

**Company Secretary**  
**Arcott Mahesh**

**Company Registered Number**  
02980543

**Charity Registered Number**  
1041924

**Independent Auditor**  
Edwin Smith Chartered Accountants  
32 Queens Road  
Reading  
RG1 4AU

**Bankers**  
NatWest Bank Ltd  
2nd Floor Abbey Gardens  
4 Abbey Street  
Reading  
RG1 3BA

# Trustees' Report

31 March 2025

## Report and financial statements

The trustees present their report and the audited financial statements for the year ended 31 March 2025 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the memorandum and articles of association and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

## Charitable objectives

To promote the welfare and relief of people with autism, learning and/or physical disabilities, and/or psychiatric illness by a) the provision of assistance in the provision of care and accommodation for such persons and b) the provision or assistance in the provision of the training and occupation and leisure activities of such persons.

## Charitable activities

Autism at Kingwood is a social care charity, enabling autistic adults to live successfully in their homes through supported living.

Dedicated teams of support workers and managers provide a range of care, depending on the needs of the individual, which ranges from 24/7 care with a high-level range of needs to a few hours each day or week of outreach support. Additionally, Autism at Kingwood employs psychologists who provide support for staff in their work, and directly for people we support.

Through fundraising, Kingwood offers a range of meaningful and developmental activities to enhance the lives of the people we support. We run a large allotment, where people enjoy the therapeutic benefits of gardening in a safe space. Kingwood has a holiday home in the nearby rural countryside where our beneficiaries, as well as their families and our staff, can enjoy an affordable break.

The Charity also delivers autism diagnosis and post-diagnosis support via the Oxfordshire Adult Autism Diagnosis Support Service on behalf of Oxford Health.

The trustees refer to the Charity Commission's Public Guidance when reviewing the Charity's aims and objectives and in planning future activities.

## STRATEGIC REPORT

### Financial Review

The financial performance this year has been foundational in the progress against the financial sustainability goals set out in the three-year strategic plan.

The unrestricted surplus of £245k or 2.5% on income of £9.8m is a significant step towards achieving 3.5-5% margins over the next two years. This is after designating £200k for essential renovation to the property owned by the Charity that is central to the growth strategy. The more than £0.5m increase in cash and net assets to £1.98m and £2.45m respectively reflects improving liquidity and solvency.

Achieving the key objectives of negotiating sustainable contract prices with commissioners, decommissioning unviable services, reduction of agency usage to below 10%, overhead control and improving recruitment and retention of staff were the main drivers of this positive outturn. The investment in structured teaching, specialist autism training and health & safety have all contributed to improving outcomes. The digitisation programme is well underway and following completion is expected to significantly improve efficiency and quality of service delivery.

The £209k reduction in unrestricted revenue compared to the previous year and the increase in national living wage and inflation were offset through careful contract management and pricing. In addition to the positive margins, the £92k reduction in debtors to £0.5m also contributed to the improving cash position. The total surplus including unrestricted, designated and restricted was £455k on total income of £9.8m compared to a deficit of £433k on £10m revenue last year.

The finance team has remained stable and along with other departments continues to be focused on improving process controls as well as efficiencies with a view to building a platform for sustainable growth envisaged in the strategy.

# Trustees' Report (continued)

31 March 2025

Close working and good relations with key customers such as Reading Borough Council and Oxfordshire County Council suggests that we are likely to be offered framework supplier status in the near future. This combined with improving service and financial outcomes and the renovated property coming on stream in the final quarter of 2025-26 significantly enhances Kingwood's chances of achieving its strategic goals.

## Reserves policy 2024-25

The Charity's reserves policy is to maintain three months' operating expenditure while retaining the ability to invest and respond to exigencies. At current expenditure levels this implies a target of £2.4m. Free reserves of £1.4m (net assets minus fixed assets) currently represent just over 1.75 months' operating expenditure.

The shortfall against target is to some extent mitigated by the fact that almost three-quarters of monthly income is received automatically through a bulk payment system from local authorities and the invoiced balance is mostly paid in a timely manner.

## Investment policy 2024-25

Current policy is to hold cash balances in reserve accounts earning deposit rates of interest. This will be reviewed as free reserves increase to the target level set out in the reserves policy.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### Governing document

The Charity is a private company limited by guarantee. Its governing documents are its Memorandum and Articles of Association.

### Structure and management

Charitable status was granted to Autism at Kingwood on 3 November 1994, known then as The Kingwood Trust. The Autism at Kingwood Board of Trustees sets the strategy and monitors the Charity's key risks. Responsibility for implementing the strategy and day-to-day operational issues sits with the Chief Executive who, in turn, is supported by a team of suitability qualified and skilled individuals. Good governance is achieved through sub-committees meeting regularly throughout the year and making recommendations to the full Board, which meets four times a year. These sub-committees

include Care & Culture, Finance & Development and Human Resources. Furthermore, the Board Members maintain regular contact with the Chief Executive throughout the year. The skills and expertise required within the Trustee Board are reviewed regularly to help the Charity deliver its objectives. If gaps are identified or a vacancy occurs, new trustees with the appropriate skills and experience are identified. On 31 March 2025 there were six trustee Board members, with the appointments of Michael Robinson and Robert Beckley on 11 June 2024.

All trustees give of their time voluntarily without remuneration.

### Induction and training of trustees

When recruiting new Board members, the Chair and trustees undertake an open recruitment.

Advertisements are shared on our website, social media and LinkedIn, in addition to recruitment sites such as Charity Jobs. Trustees may also approach individuals who may be able to make a particular contribution and invite them to be considered. The Charity applies its Equal Opportunities policy to the appointment of trustees.

All trustees are offered a full induction when they join, and trustee training is available to keep trustees up to date with the environment in which the Charity operates.

### Risk management

The Board is ultimately responsible for setting the risk appetite and making sure we mitigate risks as far as possible. It delegates to the appropriate subcommittee with relevant extracts from both the Risk Matrix and Business Plan presented for scrutiny and oversight with discussion focusing predominantly on those more significant risks. The full accumulated risk register is presented to the trustees at Board meetings at least three times a year. While the Board generally takes a prudent approach to risk management, it recognises that things do go wrong from time to time and accepts that we need to take some risks to be able to grow. The risk management framework is designed to give a clear view of our risks and make sure we're not exposed to them unnecessarily.

Effective risk management makes for informed decision making and helps us deliver on our business objectives.

The key risk to the Charity throughout the year has been financial viability due to the failure of local authorities to fully recompense Kingwood for the cost of delivering care. This was introduced to the risk matrix and monitored closely throughout the year. The financial year also saw additional scrutiny from the Finance & Development Committee on the cash flow position until the position settled.

### STATEMENT OF TRUSTEES RESPONSIBILITIES

The trustees, who are also directors of Autism at Kingwood for the purposes of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the situation of the Trust and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP.
- make judgments and 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 and prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the

financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware.
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### Disclosure of information to the auditor

In so far as the trustees are aware at the time of approving our trustees report: there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the company's auditor is unaware, and each trustee has taken all the steps that they ought to have taken as a director, in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information. The auditors, Edwin Smith, are deemed reappointed under section 487(2) of the Companies Act 2006. This report has been prepared in accordance with the Statement of Recommended Practice - Accounting and Reporting by Charities (FRS102) and in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

This report was approved by the trustees on 7 October 2025 and signed on their behalf by



**Roger Setchell**  
Trustee

# Independent Auditors Report

As at 31 March 2025

## Opinion

We have audited the financial statements of Autism at Kingwood (the “Charity”) for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 Charity’s affairs as 31 March 2025 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Charities Act 2011.

## 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 Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC’s Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee 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 Charity’s ability to continue as a going concern for a period of at least 12 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. 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.

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

We have nothing to report in this regard.

## Matters on which we are required to report by exception

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

# Independent Auditors Report (continued)

As at 31 March 2025

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

## Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement (set out on page 25), the trustees 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 they 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 Charity'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 Charity or to cease operations, or have no realistic alternative but to do so.

## Our responsibilities for the audit of the financial statements

The trustees have elected for the financial statements to be audited in accordance with the Charities Act 2025 rather than the Companies Act 2006. Accordingly, we have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the regulations made under section 154 of the Act.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

## Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the Charity and considered that the most significant are the Companies Act 2006, the Charities Act 2011, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation. We considered the extent to which a material misstatement of the financial statements might arise as a result of non-compliance.

# Independent Auditors Report (continued)

As at 31 March 2025

- We obtained an understanding of how the Charity complies with these requirements by making enquiries with management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud. We corroborated our enquiries through our review of the trustees' meeting minutes and any supporting documentation.
- We assessed the susceptibility of the financial statements to material misstatement, including how fraud might occur by considering the key risks impacting the financial statements and documenting the controls that the Charity has established to address risks identified, or that otherwise seek to prevent, deter or detect fraud. In our assessment we considered the risk of management override. Our audit procedures included testing manual journals on a sample basis and those journals where there is an increased risk of override, and an assessment of segregation of duties. These procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error.
- We inquired of management and those charged with governance as to any known instances of noncompliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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](http://www.frc.org.uk/auditorsresponsibilities)]. This description forms part of our auditor's report.

## Use of our report

This report is made solely to the Charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and the regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the Charity's trustees 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 Charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



## Edwin Smith

Chartered Accountants  
Statutory Auditor  
32 Queens Road  
Reading  
RG1 4AU  
Date: 10 October 2025

# Statement of Financial Activities

For the year ended 31 March 2025

|                                                                         | Notes | Unrestricted Funds<br>£ | Designated Funds<br>£ | Restricted Funds<br>£ | Total Funds<br>2025<br>£ | Total Funds<br>2024<br>£ |
|-------------------------------------------------------------------------|-------|-------------------------|-----------------------|-----------------------|--------------------------|--------------------------|
| <b>Income:</b>                                                          |       |                         |                       |                       |                          |                          |
| Donations                                                               | 2     | 35,694                  | -                     | 54,600                | 90,294                   | 60,634                   |
| Investment Income                                                       | 3     | 16,207                  | -                     | -                     | 16,207                   | 15,274                   |
|                                                                         |       | 51,901                  | -                     | 54,600                | 106,501                  | 75,908                   |
| Income from charitable activities                                       | 4     | 9,701,128               | -                     | -                     | 9,701,128                | 9,863,827                |
| Other income                                                            | 5     | 6,055                   | -                     | -                     | 6,055                    | 65,984                   |
| <b>Total income</b>                                                     |       | <b>9,759,084</b>        | <b>-</b>              | <b>54,600</b>         | <b>9,813,684</b>         | <b>10,005,719</b>        |
| <b>Expenditure:</b>                                                     |       |                         |                       |                       |                          |                          |
|                                                                         | 6     |                         |                       |                       |                          |                          |
| <b>(Costs of raising funds)</b>                                         |       |                         |                       |                       |                          |                          |
| Donations                                                               |       | 45,646                  | -                     | -                     | 45,646                   | 34,917                   |
| <b>Charitable activities</b>                                            |       |                         |                       |                       |                          |                          |
| Domiciliary, residential care and welfare costs                         |       | 8,198,604               | -                     | 46,144                | 8,244,748                | 9,534,805                |
| Support costs and charitable projects                                   |       | 1,026,637               | -                     | -                     | 1,026,637                | 830,250                  |
| Governance costs                                                        |       | 42,017                  | -                     | -                     | 42,017                   | 38,864                   |
| <b>Total expenditure</b>                                                |       | <b>9,312,904</b>        | <b>-</b>              | <b>46,144</b>         | <b>9,359,048</b>         | <b>10,438,836</b>        |
| <b>Net income/(expenditure) before transfers</b>                        |       | <b>446,180</b>          | <b>-</b>              | <b>8,456</b>          | <b>454,636</b>           | <b>(433,117)</b>         |
| Transfers between funds                                                 | 15    | (200,000)               | 200,000               | -                     | -                        | -                        |
| <b>Net income/(expenditure) for the year/<br/>Net movement in funds</b> |       | <b>246,180</b>          | <b>200,000</b>        | <b>8,456</b>          | <b>454,636</b>           | <b>(433,117)</b>         |
| Fund balances at 1 April 2024                                           |       | 1,764,028               | -                     | 231,520               | 1,995,548                | 2,428,665                |
| <b>Fund balances at 31 March 2025</b>                                   |       | <b>2,010,208</b>        | <b>200,000</b>        | <b>239,976</b>        | <b>2,450,184</b>         | <b>1,995,548</b>         |

The statement of financial activities complies with the requirements for an income and expenditure account under the Companies Act 2006 and includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

# Balance Sheet

As at 31 March 2025

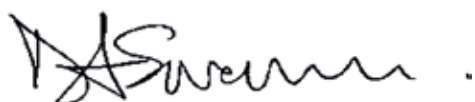
|                                                       | Notes | £           | 2025<br>£        | £           | 2024<br>£        |
|-------------------------------------------------------|-------|-------------|------------------|-------------|------------------|
| <b>Fixed assets</b>                                   |       |             |                  |             |                  |
| Tangible assets                                       | 9     |             | 1,075,344        |             | 1,097,833        |
| <b>Current assets</b>                                 |       |             |                  |             |                  |
| Debtors                                               | 10    | 522,761     |                  | 614,653     |                  |
| Cash at bank and in hand                              |       | 1,978,605   |                  | 1,408,967   |                  |
|                                                       |       | 2,501,366   |                  | 2,023,620   |                  |
| <b>Creditors: Amounts falling due within one year</b> | 11    | (1,126,526) |                  | (1,125,905) |                  |
| <b>Net current assets/(liabilities)</b>               |       |             | 1,374,840        |             | 897,715          |
| <b>Creditors: Amounts falling due after one year</b>  | 11    |             | -                |             | -                |
| <b>Total assets less liabilities</b>                  |       |             | <b>2,450,184</b> |             | <b>1,995,548</b> |
| <b>Income funds of the Charity</b>                    |       |             |                  |             |                  |
| Restricted funds                                      | 14    |             | 239,976          |             | 231,520          |
| Unrestricted funds:                                   |       |             |                  |             |                  |
| Designated funds                                      | 15    |             | 200,000          |             | -                |
| Other charitable funds                                |       |             | 2,010,208        |             | 1,764,028        |
|                                                       |       |             | <b>2,450,184</b> |             | <b>1,995,548</b> |

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2025, although an audit has been carried out under section 144 of the Charities Act 2011. No member of the company has deposited a notice, pursuant to section 476 requiring an audit of these accounts under the requirements of the Companies Act 2006.

The directors acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

These financial statements have been prepared in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006.

The accounts were approved by the Board on 7 October 2025.



Trustee D. Swann

**Company Registration No. 02980543**

# Statement of Cash Flows

As at 31 March 2025

|                                                                                               | Notes | 2025<br>£        | 2024<br>£        |
|-----------------------------------------------------------------------------------------------|-------|------------------|------------------|
| <b>Cash flows from operating activities:</b>                                                  |       |                  |                  |
| Net cash provided by (used in) operating activities                                           |       | <b>572,323</b>   | <b>(175,558)</b> |
| <b>Cash flows from investing activities:</b>                                                  |       |                  |                  |
| Interest from investments                                                                     |       | 15,640           | 15,274           |
| Purchase of tangible fixed assets                                                             |       | (18,325)         | (3,076)          |
| <b>Net cash provided by investing activities</b>                                              |       | <b>569,638</b>   | <b>(163,360)</b> |
| <b>Cash flows from financing activities:</b>                                                  |       |                  |                  |
| Repayments of borrowing                                                                       |       | -                | (25,000)         |
| Cash inflows from new borrowing                                                               |       | -                | -                |
| Cash used in financing activities                                                             |       | -                | <b>(25,000)</b>  |
| Change in cash and cash equivalents in the year                                               |       | 569,638          | (188,360)        |
| Cash and equivalents at the beginning of the year                                             |       | 1,408,967        | 1,597,327        |
| <b>Cash and cash equivalents at the end of the year</b>                                       |       | <b>1,978,605</b> | <b>1,408,967</b> |
| <b>Net income/expenditure for the year<br/>(as per the statement of financial activities)</b> |       | 454,636          | (433,117)        |
| Adjustments for:                                                                              |       |                  |                  |
| Depreciation charges                                                                          |       | 40,814           | 44,371           |
| Interest and from investments                                                                 |       | (15,640)         | (15,274)         |
| Loss/profit on the sale of fixed assets                                                       |       | -                | -                |
| (Increase)/decrease in debtors                                                                |       | 91,892           | 551,829          |
| Increase/(decrease) in creditors                                                              |       | 621              | (323,367)        |
| <b>Net cash provided from (used in) operating activities</b>                                  |       | <b>572,323</b>   | <b>(175,558)</b> |
| <b>Analysis of cash and equivalents</b>                                                       |       |                  |                  |
| Cash in hand                                                                                  | 17    | 1,978,605        | 1,408,967        |
| <b>Total</b>                                                                                  |       | <b>1,978,605</b> | <b>1,408,967</b> |

# Notes to the Financial Statements

As at 31 March 2025

## 1. ACCOUNTING POLICIES

### Basis of preparation

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 Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102) (effective January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Autism at Kingwood meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

### Preparation of the accounts on a going concern basis

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue operations for the foreseeable future based on the continued funding from authorities as well as ongoing operational and organisational improvements.

Based on the foregoing, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

### Fund Accounting

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

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or which have been raised by the Charity for particular purposes. The aim and use of each restricted fund is set out in the notes to the financial statements.

Designated funds are unrestricted funds set aside for specific purposes at the discretion of the trustees.

### Income

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

Income from donations or grants is recognised when there is evidence that there is entitlement to the gift, receipt is probable, and its amount can be measured reliably. Gifts in kind are taken into account on a prudent assessment of their fair value. Government grants are recognised immediately in income except for CJRS grants which are recognised in income in the period to which they become receivable.

All other income (including income received under deeds of covenant) is recognised on a receivable basis. All income is related to the continuing activities of the Charity.

Deferred income comprises domiciliary, residential care and welfare income which relates to future accounting periods.

### Expenditure

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

Expenses are allocated to activities in the Statement of Financial Activities where the expenses relate directly to those activities. Support costs constitute the costs of supporting the other activities of the company and include the staff costs of the central administrative staff.

Governance costs are the costs incurred in maintaining the company as a separate legal entity. This includes the cost of servicing trustee's meetings.

# Notes to the Financial Statements (continued)

As at 31 March 2025

## Tangible fixed assets

Tangible fixed assets other than freehold land are stated at costs less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

|                                  |                          |
|----------------------------------|--------------------------|
| Freehold land is not depreciated |                          |
| Freehold buildings               | 50 years straight line   |
| Freehold improvements            | 10 years straight line   |
| Leasehold improvements           | over period of the lease |
| Equipment and motor vehicles     | 3 years straight line    |
| Holiday home                     | 10 years straight line   |

Tangible fixed assets costing in excess of £300 are capitalised.

The carrying values of tangible fixed assets are reviewed for impairment periodically if events or changes in circumstances indicate the carrying values may not be recoverable.

## Leasing and hire purchase commitments

Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight line basis over the lease term.

## Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any trade discounts due.

## Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments held on deposit accounts..

## Creditors and provisions

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

## Financial instruments

The trust only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

## Pensions

Autism at Kingwood operates a defined contribution scheme under auto enrolment regulations for its employees. Contributions payable to the scheme are charged to the statement of financial activities in the period to which they relate. The assets of the scheme are held separately from the Charity in an independently administered fund.

Autism at Kingwood also operates a group personal pension scheme which is a defined contribution scheme. All contributions are charged to the Statement of Financial Activities as incurred.

# Notes to the Financial Statements (continued)

As at 31 March 2025

## 1. ACCOUNTING POLICIES (CONTINUED)

### Judgements and Key Sources of Estimations

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed reasonable under the circumstances.

There are no significant areas of judgment or key estimates that have a significant risk of causing a material adjustment to items in the financial statements.

Specifically, with regard to debtors over 90 days, most of which relates to outreach services for Oxfordshire, Reading, Wokingham Councils and a few direct paying clients. The invoices have been reviewed and a detailed analysis of the services provided is being presented to customers with a view to expedite payment. The non-payment by the Council payment departments occurs due to the support packages and changes effected by the commissioning and social worker teams not being simultaneously reflected in their payment systems. The Charity is working closely and jointly with the Councils' commissioning and payments teams to synchronise such information.

## 2. DONATIONS

|                     | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total<br>2025<br>£ | Total<br>2024<br>£ |
|---------------------|----------------------------|--------------------------|--------------------|--------------------|
| Donations and gifts | 35,694                     | 54,600                   | 90,294             | 60,634             |

## 3. INVESTMENT INCOME

|                     | 2025<br>£ | 2024<br>£ |
|---------------------|-----------|-----------|
| Interest receivable | 16,207    | 15,274    |

## 4. INCOME FROM CHARITABLE ACTIVITIES

|                                           | 2025<br>£ | 2024<br>£ |
|-------------------------------------------|-----------|-----------|
| Domiciliary, residential care and welfare | 9,701,128 | 9,863,827 |

## 5. OTHER INCOME

|                                     | 2025<br>£ | 2024<br>£ |
|-------------------------------------|-----------|-----------|
| Other income                        | 6,055     | 36,234    |
| Insurance claim re property repairs | -         | 29,750    |
|                                     | 6,055     | 65,984    |

# Notes to the Financial Statements (continued)

As at 31 March 2025

## 6. EXPENDITURE

|                                                        | Staff<br>costs<br>£ | Depreciation<br>and<br>impairment<br>£ | Other<br>costs<br>£ | Total<br>2025<br>£ | Total<br>2024<br>£ |
|--------------------------------------------------------|---------------------|----------------------------------------|---------------------|--------------------|--------------------|
| <b>Costs of raising funds</b>                          |                     |                                        |                     |                    |                    |
| Costs of generating donations and legacies             | 30,086              | -                                      | 15,560              | 45,646             | 34,917             |
| <b>Charitable activities</b>                           |                     |                                        |                     |                    |                    |
| <b>Domiciliary, residential care and welfare costs</b> |                     |                                        |                     |                    |                    |
| Activities undertaken directly                         | 7,691,704           | 40,814                                 | 512,230             | 8,244,748          | 9,534,805          |
| <b>Support costs and charitable projects</b>           |                     |                                        |                     |                    |                    |
| Costs of supporting the direct activities and projects | 582,427             | -                                      | 444,210             | 1,026,637          | 830,165            |
| <b>Governance costs</b>                                | 26,427              | -                                      | 15,590              | 42,017             | 38,864             |
|                                                        | <b>8,300,558</b>    | <b>40,814</b>                          | <b>972,030</b>      | <b>9,313,402</b>   | <b>10,403,919</b>  |
|                                                        | <b>8,330,644</b>    | <b>40,814</b>                          | <b>987,590</b>      | <b>9,359,048</b>   | <b>10,438,836</b>  |

Governance costs includes payments to the auditors of £11,340 (2024: £8,748) for audit fees (includes additional for 2024 £2,100) and other services £3,427 (2024 - £nil), and £183 (2024: £6,628) for meeting expenses between trustees, staff, parents and families of those supported.

Other costs for domiciliary, residential care costs and welfare costs includes provisions for potential supplier claims. Included within support costs and charitable projects is expenditure on designated fund projects of £nil (2024: £42,802), expenditure on restricted fund projects of £46,144 (2024: £27,397) and rental of premises, including associated premises costs, storage and room hire etc., of £42,346 (2024: £99,678).

## 7. TRUSTEES AND RELATED PARTY TRANSACTIONS

During the year no trustees were reimbursed for travelling and other reimbursable expenses (Last year one trustee reimbursed £107).

There were no other payments made to trustees during the year or related party transactions.

# Notes to the Financial Statements (continued)

## As at 31 March 2025

### 8. EMPLOYEES

#### Number of employees

The average monthly number of employees during the year was:

|                                           | 2025<br>Number | 2024<br>Number |
|-------------------------------------------|----------------|----------------|
| Domiciliary, residential care and welfare | 189            | 249            |
| Administrative staff                      | 24             | 27             |
|                                           | <u>213</u>     | <u>276</u>     |

The average number of FTE staff is 153 (2024 – 162 FTE)

#### Employment Costs

|                       | 2025<br>£        | 2024<br>£        |
|-----------------------|------------------|------------------|
| Wages and salaries    | 7,495,749        | 8,705,383        |
| Social security costs | 673,714          | 586,432          |
| Other pension costs   | 142,369          | 125,128          |
|                       | <u>8,311,832</u> | <u>9,416,943</u> |

Wages and salaries includes agency welfare costs of £693,335 for (2024: £2,126,296) and agency support costs £79,559 (2024: £378,168).

The number of employees whose annual emoluments were £60,000 or more:

|                     | 2025<br>Number | 2024<br>Number |
|---------------------|----------------|----------------|
| £100,001 - £110,000 | 1              | 0              |
| £90,001 - £100,000  | 1              | 1              |
| £80,001 - £90,000   | 0              | 1              |
| £70,000 - £80,000   | 1              | 0              |

The trustees were not paid and did not receive any benefits from employment with the Charity in the year (2024: £nil).

The key management personnel of the Charity comprise the trustees, the Chief Executive Officer, Head of Engagement, Director of Quality and Safety, Director of Care, Chief Financial Officer, and Head of HR. The total employee benefits of the key management personnel of the Trust were £492,542 (2024: £387,618).

# Notes to the Financial Statements (continued)

As at 31 March 2025

## 9. TANGIBLE FIXED ASSETS

|                     | Freehold<br>property | Freehold<br>improvements | Leasehold<br>improvements | Equipment<br>and motor<br>vehicles | Holiday<br>Home | Total     |
|---------------------|----------------------|--------------------------|---------------------------|------------------------------------|-----------------|-----------|
|                     | £                    | £                        | £                         | £                                  | £               | £         |
| Cost                |                      |                          |                           |                                    |                 |           |
| At 1 April 2024     | 1,789,185            | 53,072                   | 87,869                    | 360,723                            | 37,808          | 2,328,657 |
| Additions           | -                    | -                        | -                         | 18,325                             | -               | 18,325    |
| Disposals           | -                    | -                        | -                         | (27,150)                           | -               | (27,150)  |
| At 31 March 2025    | 1,789,185            | 53,072                   | 87,869                    | 351,898                            | 37,808          | 2,319,832 |
| Depreciation        |                      |                          |                           |                                    |                 |           |
| At 1 April 2024     | 735,116              | 47,894                   | 86,508                    | 350,123                            | 11,183          | 1,230,824 |
| On disposals        | -                    | -                        | -                         | (27,150)                           | -               | (27,150)  |
| Charge for the year | 24,000               | 1,788                    | 908                       | 10,338                             | 3,780           | 40,814    |
| Impairment          | -                    | -                        | -                         | -                                  | -               | -         |
| At 31 March 2025    | 759,116              | 49,682                   | 87,416                    | 333,311                            | 14,963          | 1,244,488 |
| Net book value      |                      |                          |                           |                                    |                 |           |
| At 31 March 2025    | 1,030,069            | 3,390                    | 453                       | 18,587                             | 22,845          | 1,075,344 |
| At 31 March 2024    | 1,054,069            | 5,178                    | 1,361                     | 10,600                             | 26,625          | 1,097,833 |

In 2013 an impairment review was carried out on the Property 45, Cressingham Road valued at £1,300,000 and an impairment loss was incurred of £392,401 which is included in accumulated freehold property depreciation. A further review was carried out this year and no change was considered necessary.

## 10. DEBTORS

|                                | 2025<br>£      | 2024<br>£      |
|--------------------------------|----------------|----------------|
| Trade debtors                  | 188,352        | 158,846        |
| Other debtors                  | 1,629          | 2,083          |
| Prepayments and accrued income | 332,780        | 453,724        |
|                                | <u>522,761</u> | <u>614,653</u> |

# Notes to the Financial Statements (continued)

As at 31 March 2025

11. CREDITORS

Amounts falling due within one year

|                                 | 2025<br>£        | 2024<br>£        |
|---------------------------------|------------------|------------------|
| Bank loan                       | -                | -                |
| Trade creditors                 | 96,678           | 293,516          |
| Taxes and social security costs | 152,513          | 149,026          |
| Other creditors                 | 33,131           | 39,378           |
| Accruals                        | 836,928          | 640,671          |
| Deferred income                 | 7,276            | 3,314            |
|                                 | <u>1,126,526</u> | <u>1,125,905</u> |

Deferred Income – The amount of deferred income brought forward at 1 April 2024 released to income earned from charitable activities amounts to £3,314 (2024: £81,835).

Accruals includes provisions for potential supplier claims.

12. PENSION COSTS

Defined Contribution

|                                    | 2025<br>£      | 2024<br>£      |
|------------------------------------|----------------|----------------|
| Contributions payable for the year | <u>142,369</u> | <u>125,128</u> |

13. SHARE CAPITAL

Autism at Kingwood, a registered Charity, is a company limited by guarantee, not having any share capital. In the event of a winding up, each member may be required to contribute an amount not exceeding £1 towards the settlement of the company’s liabilities.

# Notes to the Financial Statements (continued)

As at 31 March 2025

## 14. RESTRICTED FUNDS

The income funds of the Charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

### 2025

| 2025                                  | Movement in funds                  |             |                  |                |                                     |
|---------------------------------------|------------------------------------|-------------|------------------|----------------|-------------------------------------|
|                                       | Balance at<br>1 April<br>2024<br>£ | Income<br>£ | Expenditure<br>£ | Transfers<br>£ | Balance at<br>31 March<br>2025<br>£ |
| Property improvements                 | 214,870                            | -           | (7,778)          | -              | 207,092                             |
| Gardening Coordinator                 | -                                  | 15,000      | (12,775)         | -              | 2,225                               |
| Digital Social Care Record Grant      | 16,510                             | 8,500       | (25,010)         | -              | -                                   |
| Culver Way Sensory Room               | -                                  | 2,600       | (472)            | -              | 2,128                               |
| Approach Practitioner – Bailly Thomas | -                                  | 15,000      | -                | -              | 15,000                              |
| Cressingham Road Capital Appeal       | -                                  | 13,500      | -                | -              | 13,500                              |
| Barbara Williams – for Windrush       | 140                                | -           | (109)            |                | 31                                  |
|                                       | 231,520                            | 54,600      | (46,144)         | -              | 239,976                             |

### 2024

| 2024                             | Movement in funds                  |             |                  |                |                                     |
|----------------------------------|------------------------------------|-------------|------------------|----------------|-------------------------------------|
|                                  | Balance at<br>1 April<br>2023<br>£ | Income<br>£ | Expenditure<br>£ | Transfers<br>£ | Balance at<br>31 March<br>2024<br>£ |
| Property improvements            | 221,057                            | -           | (6,187)          | -              | 214,870                             |
| Gardening Coordinator            | -                                  | 15,000      | (15,000)         | -              | -                                   |
| Digital Social Care Record Grant | -                                  | 16,660      | (150)            | -              | 16,510                              |
| Ground Works                     | -                                  | 6,000       | (6,000)          | -              | -                                   |
| Barbara Williams – for Windrush  | -                                  | 200         | (60)             | -              | 140                                 |
|                                  | 221,057                            | 37,860      | (27,397)         | -              | 231,520                             |

### Cressingham Road property

The Cressingham Road property was renovated in 2012/13 to provide better quality of residence and care to the people we support and improve the working environment for support staff.

Resources expended is the depreciation related to the restricted funds procured for the renovation. This restricted balance will decrease in line with depreciation of the property.

# Notes to the Financial Statements (continued)

As at 31 March 2025

## 14. RESTRICTED FUNDS (CONTINUED)

### Gardening Coordinator

Funding received to include grant from the Sobell Foundation as part of a two-year grant to employ a Gardening Coordinator who will work with people we support at Henley Allotments.

### Digital Social Care Record System

Two grants were received last year to provide funding towards establishing a digital social care record. Further grants were received this year from PF Charitable Trust, Mr. & Mrs. Pye's Charitable Settlement and Shanly Foundation.

### Culver Lodge Sensory Room

A grant was received from Screwfix for equipping the sensory room at Culver Lodge being carried out after year end.

### Autism Approach Practitioner

A grant was received from Baily Thomas Charitable Fund for part funding of a new post of Autism Approach Practitioner after the year end.

### Cressingham Road Renovation 2025/26

In line with our strategy, the Cressingham Road property is being renovated specifically to enable us to provide enhanced complex autism care and living accommodation. Donations are being received in response to the capital appeal and renovation works commenced in July 2025.

## 15. DESIGNATED FUNDS

### 2025

#### Movement in funds

|                                     | Balance at<br>1 April<br>2024<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Transfer<br>between<br>funds<br>£ | Balance at<br>31 March<br>2025<br>£ |
|-------------------------------------|------------------------------------|----------------------------|----------------------------|-----------------------------------|-------------------------------------|
| Cressingham Road Renovation 2025/26 | -                                  | -                          | -                          | 200,000                           | 200,000                             |
|                                     | -                                  | -                          | -                          | 200,000                           | 200,000                             |

### 2024

#### Movement in funds

|                  | Balance at<br>1 April<br>2023<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Transfer<br>between<br>funds<br>£ | Balance at<br>31 March<br>2024<br>£ |
|------------------|------------------------------------|----------------------------|----------------------------|-----------------------------------|-------------------------------------|
| Development fund | 42,802                             | -                          | (42,802)                   | -                                 | -                                   |
|                  | 42,802                             | -                          | (42,802)                   | -                                 | -                                   |

### Cressingham Road Renovation 2025/26

The trustees have designated £200k of the general funds for expenditure relating to the renovation and commissioning of the Cressingham Road property. This expenditure can include uncapped and capitalised costs as well as start-up costs for the provision of support services for people with complex autism. This renovation project forms part of the three-year strategy to develop high quality services offering pathways to adult living. This fund may be used to meet expenditure on this project in 2025-26 and beyond.

# Notes to the Financial Statements (continued)

As at 31 March 2025

## 16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Fund balances at 31 March 2025 are represented by:

|                                                | Unrestricted<br>funds<br>£ | Designated<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>£       |
|------------------------------------------------|----------------------------|--------------------------|--------------------------|------------------|
| Tangible fixed assets                          | 868,252                    | -                        | 207,092                  | 1,075,344        |
| Current assets                                 | 2,268,482                  | 200,000                  | 32,884                   | 2,501,366        |
| Creditors: amounts falling due within one year | (1,126,526)                | -                        | -                        | (1,126,526)      |
|                                                | <b>2,010,208</b>           | <b>200,000</b>           | <b>239,976</b>           | <b>2,450,184</b> |

## 17. ANALYSIS OF CHANGES IN NET DEBT

|                                            | Balance at<br>1 April<br>2024<br>£ | Cash-flows<br>£ | Balance at<br>31 March<br>2025<br>£ |
|--------------------------------------------|------------------------------------|-----------------|-------------------------------------|
| Cash                                       | <b>1,408,967</b>                   | 569,638         | <b>1,978,605</b>                    |
| Loans falling due within one year          | -                                  | -               | -                                   |
| Loans falling due after more than one year | -                                  | -               | -                                   |
|                                            | -                                  | -               | -                                   |
| <b>Total</b>                               | <b>1,408,967</b>                   | 569,638         | <b>1,978,605</b>                    |

## 18. COMMITMENTS UNDER OPERATING LEASES

At 31 March 2025 the company had a total of future minimum lease payments under non-cancellable operating leases for each of the following periods:

|                                                   | Land and buildings |                |
|---------------------------------------------------|--------------------|----------------|
|                                                   | 2025<br>£          | 2024<br>£      |
| Expiry date:                                      |                    |                |
| Not later than one year                           | 29,700             | 29,700         |
| Later than one year and not later than five years | 84,150             | 113,850        |
|                                                   | <b>113,850</b>     | <b>143,500</b> |

## 19. CONTINGENT LIABILITIES

An uncertain obligation last year on the outcome of a court claim against the Charity by a creditor with a counter claim against the same creditor was agreed and settled during the year together with another uncertain obligation arising from a local authority for the potential repayment of service income. Last year it was not possible to quantify any eventual liability

Potential supplier claims that were treated as a contingent liability last year are now included as a liability in creditors.





**Autism at Kingwood**

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OX11 8XD

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[www.kingwood.org.uk](http://www.kingwood.org.uk)

Autism at Kingwood is a UK registered Charity,  
managed by a highly skilled Senior Leadership  
Team and led by a Board of Trustees

Charity No.1041924

Autism at Kingwood is a company limited by  
guarantee. Registered in England No. 2980543



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# Accounts

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# **Autism at Kingwood**

## Annual Review and Financial Report 2023-2024

*Embracing  
Autism*



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# About Autism at Kingwood

**Autism at Kingwood is a social care charity, which supports people to live successfully in their own homes.**

**Dame Stephanie Shirley CH founded Autism at Kingwood in 1994 to support her autistic son Giles, removing him from a psychiatric hospital, where he had been kept for 11 years, and into a regular house, where he was supported by caring people who, for the first time, enabled him to make his own choices about his life.**

**This was the blueprint for Autism at Kingwood's supported living model.**



**During the year, Autism at Kingwood supported 134 people from Wiltshire, Berkshire, Oxfordshire, Hampshire and Buckinghamshire**



Autism at Kingwood enables autistic people to live successfully in their own homes. Dedicated teams of support workers and managers provide a range of care, depending on the needs of the individual. Some people supported might need 24/7 care with a high-level range of needs, whilst others need just a few hours each day or week to help them live independently. Additionally, Autism at Kingwood employs psychologists who provide support for staff in their work, and directly for people we support.

The Charity also delivers autism diagnosis and post-diagnosis support via the Oxfordshire Adult Autism Diagnosis Support Service on behalf of Oxford Health.

To help enhance the lives of those we support, the Charity provides a range of meaningful and developmental activities, including a skills and work project, gardening therapy, organised days out and much-loved parties! We have a holiday home, available for people we support, their families and staff.

Autism at Kingwood has an excellent reputation in both the autism and social care sectors for, as Dame Stephanie says:

**“Providing creative solutions for complex situations and importantly, for persevering when other services have failed”.**

## Our Purpose

Empowering autistic people to lead fulfilling lives through specialist support in the community.

## Our Ambition

To create a world where autistic people are valued, understood, and celebrated for their unique strengths and abilities. Where they have equal access to opportunities for growth, independence, and happiness.

## Our Philosophy

Kingwood's philosophy is deeply rooted in enhancing the quality of life for autistic people. Our focus revolves around the people we support, striving to empower them in pursuing the life they desire. Drawing upon evidence-based practices, lived experiences, and stakeholder collaboration, our philosophy is to support the complex needs of autistic people throughout their lives, with an approach that is strengths-based, person-centred, and grounded in empathy.

# From David Swann, Chair of the Board of Trustees

**It's been an eventful year for Kingwood.**

**We started the year with challenges on so many fronts: high inflation, a tough market for recruitment and retention of staff and a tight environment for the funding of services. But some things have remained constant: primarily the tireless care, dedication and hard work of everyone across the organisation. This has seen us through the most difficult times, and we have finished the year with financial stability and a renewed sense of optimism for the future.**

I was delighted to welcome Sarah Butcher as Kingwood's new Chief Executive during the year. Sarah brings a wealth of experience in the autism sector, latterly with Prior's Court, a residential school caring for children and young adults which was also established by Dame Steve Shirley. Sarah has already made fantastic progress in focusing the organisation on its core activities and modernising the way it operates.

Another important milestone has been the approval by the Board of a new strategy, focusing Kingwood on three goals: improving the outcomes of those we care for while sustaining financial stability and seeking sustainable growth within our geographic area and core expertise. An exciting part of the growth will be from developing a new support model for adults leaving specialist schools and colleges.



The hard work continues: the operating environment remains challenging as the income from providing care remains at the mercy of an adult social care system which is in urgent need of reform and increased funding, and we remain under pressure to do more with less.

On behalf of the Board of Trustees I would like to thank all our amazing staff and leadership team for their hard work and dedication throughout the year, the families of those in our care for their support, and all those who have generously donated to Kingwood.

**David Swann**  
Chair

# From the Chief Executive

**In my first year at Autism at Kingwood, I have been struck by all the amazing people I have met. The people we support are truly inspiring, living their own unique lives within the community and challenging everyday assumptions about autism. The people who work for us show wonderful and purposeful support, whilst demonstrating empathy and resilience every day. And our families, who are our strongest advocates and critical friends, never stop caring for their loved ones.**

In this era of increasing recognition and understanding of neurodiversity, Autism at Kingwood is at the start of a transformative journey in our approach to autistic services and support. The understanding of autism has evolved significantly over the years, recognising autism not as a deficit, but as a unique expression of human diversity. As we embark on this new three-year strategy, we are guided by the principles of acceptance, empowerment, and celebration of autistic people.

As Autism at Kingwood enters its 30th year, I have been reflecting on all we have achieved. From our original purpose to provide Dame Stephanie Shirley's son, Giles, a safe, happy, and meaningful life, through 30 years of growth and development which has led us to the present, where we are now developing plans for our future.

Our growth has not been without its challenges, and it should be recognised that some initiatives were too much too soon for Autism at Kingwood. Whilst we will continue to deliver our high-quality services, I am keen for us to get back to our original purpose and support more complex autistic people to live in their communities. Had Giles been here today, he would not have spent his adolescence in a hospital; rather, he would have benefited from attending a specialist autistic school, and from school would have transitioned to a specialist autism adult support provider. This is where I see an opportunity for



Kingwood to grow and develop, alongside our existing services, to work with special schools and colleges to become a service that can continue the specialist support into adulthood. To do this we need to develop a recognised, research-based methodology that will offer consistency and support to autistic people; we are calling this the Kingwood Autism Approach.

We are working hard to ensure we operate in the most effective and efficient way possible. There is widespread acknowledgment that social care in the UK is under immense strain, presenting us with a formidable challenge to navigate. However, with strong and prudent management we are confident that Autism at Kingwood is well positioned to meet this and any future challenges. We will focus on achieving financial stability and returning Autism at Kingwood to a financially sustainable position, while developing and embedding the Kingwood Autism Approach. From this stable base we will embark on a period of controlled growth.

To achieve our aspirations, we need to be prepared for the future. Autism at Kingwood must embark on the digitisation and modernisation of its operations and processes. We have already started to implement digital social care records (DSCR), which will be organisation-wide by the end of 2024. We will then seek funds to invest in infrastructure and ensure we have the technology to support our organisation's growth and development.

I feel so privileged to be on this journey with Autism at Kingwood and help shape the future of our charity. At its heart, this strategy is more than a set of goals and initiatives – it is a commitment to accept, empower, and celebrate the uniqueness of autistic people.

A handwritten signature in black ink, appearing to read 'SBA'.

**Sarah**  
Chief Executive

# Strategy 2024-2027

## Strategic Ambitions

- 1 Improving Outcomes
- 2 Financial Stability
- 3 Growth

| Ambition                   | How will we know we achieved it?                                                                                                                   |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Improving Outcomes</b>  | At least 80% of the people we support will have experienced a positive improvement on their overall Quality of Life measure by 2027                |
| <b>Financial Stability</b> | By March 2027 we will achieve a 5% margin on operational activities<br><br>By March 2027 we will have six months' operating costs in cash reserves |
| <b>Growth</b>              | We will support at least 125 people by March 2027. We will have more services for autistic adults with severe and profound needs                   |



# Strategic Goal 1: Improving Outcomes

---

**We want the people we support to have knowledgeable, well-trained staff, in the right place, at the right time delivering the very best individualised support. We will achieve this ambition by creating a new and innovative evidence-based approach, called the Kingwood Autism Approach. Once embedded within the organisation we will monitor and evidence the progress autistic people we support are making in their lives. We will also modernise our organisation through a programme of digital development.**

## **The Kingwood Autism Approach**

The Kingwood Autism Approach is based on autism best practice and will exist to support the physical, social, and emotional well-being needs of the autistic people we support. Applied across all areas of life, our approach will provide a toolkit of skills which will enable staff to support autistic people to have a meaningful and good quality of life – whatever that might look like for each person. A significant aspect of the Kingwood Autism Approach is that each person is placed at the centre of their support programme, and the approach is formed around them from key elements, providing the support they require, whilst recognising their unique strengths, abilities, and interests.



### The Kingwood Autism Approach consists of:



### The TEACCH System of Structured Teaching

Fundamental to the Kingwood Autism Approach is the TEACCH system of Structured Teaching. This structured teaching approach supports autistic people throughout their lives. Studies have demonstrated structured teaching provides one of the most positive outcomes for autistic people, helping them to understand the events in their day, reduce anxieties, aid learning, and facilitate independence.

An important factor in the successful support of autistic people is the consistency of approach. This is achieved through having a shared approach, co-designed with the autistic adult and significant people in their lives, careful planning, and a focus on ensuring expertise

from all support staff. Every part of the day is considered to provide opportunities for learning and strengthening skills.

### A Total Communication Approach

Total Communication is about finding and using the right combination of communication methods for each person. This helps people to form connections, have successful interactions and supports conversations. Autistic people communicate in many different ways; the Kingwood Autism Approach will always respect the supported person's preferred method of communication but will also support development of broader communication methods where appropriate to aid their quality of life and independence.

## Positive Strengths-Based Support

Positive Strengths-Based Support is based on an understanding that all actions have a meaning and a function. To support the autistic person, we must first understand what is driving the actions. Autistic people are all people with unique personalities; however, there are common autistic characteristics which may present difficulties with the way autistic people interact with and understand the world around them. A strengths-based approach for autistic people focuses on identifying and building upon each person's unique strengths, abilities and interests, rather than focusing on deficits or challenges. This approach acknowledges that autistic people have diverse talents and capabilities that can help to promote their success, well-being, and overall quality of life.

## Person-Centred Support

Person-Centred Support is fundamental to our approach. The autistic people we support accessing the Kingwood Autism Approach are considered equal partners in the planning,

development, and monitoring of support to make sure their needs are being met. The people we support (and their families) are at the centre of decisions and they are the experts, working alongside Kingwood and other professionals to get the best outcome. The approach recognises that we are all life-long learners, and autistic people are no different. We will develop a Daily Living Skills Programme, where the people we support can continue to learn, grow, and develop skills relevant to their life goals.

## Quality of Life Framework

A Quality of Life framework for autistic people encompasses various areas that contribute to their overall well-being and satisfaction with life. It will be designed to address the unique needs, strengths, and challenges experienced by autistic people. Alongside the people we support, we are looking to develop a programme that identifies key areas, and sets goals and aspirations that can support and enhance their success, well-being, and overall quality of life.



## Strategic Goal: Improving Outcomes

| 24/25                                                                                                                                                                                                                          | 25/26                                                                                                                                                                                        | 26/27                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Deliver Structured Teaching training for all frontline staff and managers</li> <li>• Devise Strengths-Based Support model</li> <li>• Start to develop practitioners' guide</li> </ul> | <ul style="list-style-type: none"> <li>• Develop a Daily Living Skills programme</li> <li>• Develop our Quality of Life model</li> <li>• Continue to develop practitioners' guide</li> </ul> | <ul style="list-style-type: none"> <li>• Complete the Kingwood Autism Approach practitioners' digital guide</li> <li>• Measure the impact and outcome of the Kingwood Autism Approach</li> </ul> |

## Success Measures

| 24/25                                                                                                                                                                                                                                                                      | 25/26                                                                                                                                                                                                  | 26/27                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• By December 2024 all frontline staff and managers will have received Structured Teaching training</li> <li>• By March 2025 the Strengths-Based Support model will be written and staff will be trained in the approach</li> </ul> | <ul style="list-style-type: none"> <li>• Daily Living Skills Programme will be implemented by August 2025</li> <li>• Quality of Life model will be devised and implemented by December 2025</li> </ul> | <ul style="list-style-type: none"> <li>• All Kingwood staff will have access to the Kingwood Autism Approach practitioners' digital guide</li> <li>• Impact report published, supported by robust data which demonstrates improved quality of life for the people we support</li> </ul> |

## Strategic Goal 2: Sustained Financial Stability

**Autism at Kingwood has weathered a very challenging period. The effects of 13 years of austerity, the Covid pandemic, cost-of-living crises and Brexit, culminated in a recruitment crisis in social care which undermined the Charity's previous growth and expansion strategies. However, we have now turned a corner and are actively working to get Autism at Kingwood back to financial stability. We will need to be efficient and continue to apply strict financial controls.**

We will set ourselves a target to achieve a 5% margin on our operational services; this will ensure we have the resources to reinvest in our services and people. We will also undertake to grow our cash reserves to at least six months' operating costs.

We will maintain active partnerships with all commissioners and seek to have robust ongoing contract negotiations to ensure they remain financially sustainable. If we cannot do this satisfactorily, we will divest any financially unsustainable contracts, whilst always ensuring the people we support are not disadvantaged through the process.

We will apply to be autism specialist providers on local authority frameworks, which will enable us to tender for new financially viable service contracts as preferred providers. During this period of strategic implementation these will be in areas where Autism at Kingwood already operates. We will review our systems and processes to ensure we are running as effectively as possible. All senior leaders will be equipped to have the skills and information they need to apply financial controls and develop opportunities within their services.

We need to modernise our organisation by implementing a digital development programme. We will start with Digital Social Care Records (DSCR) which will be a significant step in Autism

at Kingwood's digital development. We will successfully transition from paper-based records to digital systems, improving efficiency, accuracy, and accessibility while mitigating risks associated with manual record-keeping processes. Following the effective implementation of the DSCR system, we will prioritise the development and introduction of a digital rostering system. This will ensure we have the right staff, at the right time and in the right place to support appropriately. We are also introducing improved online learning platforms and a new integrated digital HR system.

With digital systems in place, Autism at Kingwood will have access to comprehensive data and information about the people we support, our services and operations. This data can be analysed to gain insights into service quality, resource allocation, H&S issues, and areas for improvement. By emphasising the importance of data quality and effective management practices, we will develop a culture of accountability, collaboration, and continuous improvement.

Autism at Kingwood has seen the positive impact that strong staff recruitment brings. We will continue to grow and develop our diverse staff team to ensure we continue to meet the needs of the people we support.

Autism at Kingwood needs to grow and expand to ensure good financial stability. We will plan steady growth over this implementation period, whilst establishing our new strategy. We will maintain the current numbers of people we support whilst growing by at least one new service, or at least four new people we support, every year for the next three years.

Once the strategy and the Kingwood Autism Approach is embedded, we can then embark on a period of growth from a strong and secure base.

### Fundraising

There will be a strong focus on fundraising to support the strategic aims. We will fundraise for specialist roles to support the implementation and training of the Kingwood Autism Approach.

**Strategic Goal: Financial Stability**

| 24/25                                                                                                                                                                                                                                                                                                                                           | 25/26                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 26/27                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Renegotiate existing contracts with commissioners</li> <li>• Decommission unsustainable services</li> <li>• Apply to local authority frameworks</li> <li>• Open at least one new service</li> <li>• Gain funding for and recruit a specialist autism trainer</li> <li>• Reduce agency costs</li> </ul> | <ul style="list-style-type: none"> <li>• Establish partnerships/relationships with specialist autistic schools and colleges</li> <li>• Apply to local authority frameworks</li> <li>• Open at least one new service</li> <li>• Gain funding for and recruit a specialist Daily Living Skills practitioner</li> <li>• Grow cash reserves</li> <li>• Sustain minimal agency cost</li> <li>• Achieve a margin of 3.5% on operational activities</li> </ul> | <ul style="list-style-type: none"> <li>• Apply to local authority frameworks</li> <li>• Open at least one new service</li> <li>• Grow cash reserves</li> <li>• Sustain minimal agency cost</li> <li>• Achieve a margin of 5% on operational activities</li> </ul> |

**Success Measures**

| 24/25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 25/26                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 26/27                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• By August 2024 all unsustainable services will be in the decommissioning process</li> <li>• By September 2024 be active on the new Oxfordshire (OCC) framework and tender for a new service</li> <li>• By December 2024 all current voids will be filled</li> <li>• Increase staffing by plus five FTE monthly until sufficiently staffed</li> <li>• Reduce agency use to under 10%</li> <li>• By December 2024 all supported living services will be using DSCR</li> </ul> | <ul style="list-style-type: none"> <li>• By April 2025 have working arrangements with at least one school or college to be an onward provider of choice</li> <li>• By July 2025 be active on the new Reading (RBC) framework</li> <li>• Increase staffing by plus five FTE monthly until sufficiently staffed</li> <li>• A new digital rostering system will be operational by September 2025</li> <li>• Cash reserves at three months' operating cost</li> <li>• Agency use remain under 10%</li> </ul> | <ul style="list-style-type: none"> <li>• By July 2026 be active on the Buckinghamshire (BUCCS) framework</li> <li>• Increase staffing by plus five FTE monthly until sufficiently staffed</li> <li>• Cash reserves at six months' operating cost</li> <li>• Agency use remain under 10%</li> </ul> |

# Strategic Goal 3: Growth

**Autism at Kingwood currently supports a diverse group of autistic people throughout their lives, and we are dedicated to maintaining these services, whilst ensuring their financial sustainability. Currently we have supported living services; outreach services and the Oxfordshire Adult Autism Diagnostic Service (OAADSS). We have intentionally limited our growth over the next three years to a sustainable level. This is to ensure that we can embed our new autism methodology and increase our staffing capacity safely.**

## Local Authority Frameworks

Autism at Kingwood will apply to move onto local authority frameworks as they become available. These frameworks vary depending on the local authority, so we will continue to develop our tendering skills to ensure we are on the frameworks and seen as a preferred provider. Many local authorities are setting very demanding contract terms within their frameworks, so we will need to be very targeted in the services we are tendering for. Autism at Kingwood will tender for special autism services, and work with commissioners to identify and provide the appropriate service models to meet needs.

## Supported Living Services

We will continue to run supported living services for autistic adults with mild and moderate needs throughout their lives, who may need support to be healthy and safe, but may not require constant support. This service will grow organically, as tenders become available on local authority frameworks.

## Pathway to Adult Living Service

Autism at Kingwood will develop a new supported living service model for autistic young adults leaving specialist schools and colleges. Typically, this cohort of young autistic adults will have learning disabilities and more severe

and profound needs and may need continual support. This Pathway to Adult Living Service will bridge the gap between formal education and lifelong learning. By implementing our Kingwood Autism Approach bespoke to each person we can continue their growth and development into adulthood. We will develop this pathway in collaboration with autistic schools and colleges to ensure we are best placed to meet the needs of the autistic young people moving into the adult supported living sector.

## Outreach Services

A full review of outreach services is needed to ensure we have a service that is deliverable and can grow in line with the needs of autistic adults and commissioning prioritises.

## OAADSS

Autism at Kingwood is commissioned to deliver an autism assessment and diagnostic service for Oxfordshire. This service fulfils a vital role within the community and is substantially over-subscribed and under-funded. We aim to work with commissioners to establish a service that can appropriately meet the need.

## Organisational

Autism at Kingwood has several organisational challenges. We do not have the systems and processes in place to support growth and development. We need to embark on a series of digital developments and process reviews that will enable us to deliver our ambitious strategy.

We will start by conducting a comprehensive assessment of the existing systems and processes, identifying inefficiencies where we can bring the most significant improvements. We will engage with all our departments to understand their challenges and requirements, ensuring buy-in across the organisation. This will lead to the development of a comprehensive digital strategy with an implementation plan for process improvements, which will be based on impact and feasibility.

**Strategic Goal: Growth**

| 24/25                                                                                                                                                                                                                                                                               | 25/26                                                                                                                                                                                                                                                          | 26/27                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Establish links with autistic special schools and colleges</li> <li>• Develop new Pathway to Adult Living Service model</li> <li>• Establish on Oxfordshire (OCC) framework</li> <li>• Review and revise current service models</li> </ul> | <ul style="list-style-type: none"> <li>• Establish partnerships with autistic special schools and colleges</li> <li>• Establish on Reading (RBC) framework</li> <li>• Open at least one new service under the Pathway to Adult Living Service model</li> </ul> | <ul style="list-style-type: none"> <li>• Align methodology with partner schools and colleges to create a continuum of support</li> <li>• Establish on Buckinghamshire (BUCCS) framework</li> <li>• Open at least one new service under the Pathway</li> </ul> |

**Success Measures**

| 24/25                                                                                                                                                                                                                                                                                                           | 25/26                                                                                                                                                                                                                                                                                                                                | 26/27                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• New service model is being marketed to schools, colleges, and local authorities</li> <li>• Actively tendering for services on the Oxfordshire (OCC) framework</li> <li>• All existing voids are filled</li> <li>• New service established via OCC framework</li> </ul> | <ul style="list-style-type: none"> <li>• At least one partnership is established with a school to work on individualised Pathway to Adult Living</li> <li>• Actively tendering for services on Reading (RBC) framework</li> <li>• New service established via RBC framework</li> <li>• New outreach model is in operation</li> </ul> | <ul style="list-style-type: none"> <li>• At least three active partnerships established with schools and colleges</li> <li>• Actively tendering for services on Buckinghamshire (BUCCS) framework</li> <li>• New service established via BUCCS framework</li> </ul> |

“ Our daughter Lydia lives in a supported living home in Witney.

This service was set up in 2020 in response to the sudden closure of Lydia’s social care provider, where she was given three months’ notice.

Having spoken to various people, our preferred service provider was Autism at Kingwood, who stepped up to the mark and responded with expedition, and the new service in Witney opened with an initial intake of Lydia and another former resident of the closed provider. This has since expanded to the final complement of five.

The devastating loss of their long-term homes, combined with the restrictions enforced by Covid, was potentially a highly traumatic period for the residents, but the team at Windrush House was outstanding in ensuring a smooth transition and creating a warm and welcoming new home, and thanks to that Lydia made the move with remarkable ease.

We visit Windrush House fairly frequently when we come to collect Lydia for short breaks and holidays with us, and we are always impressed by the warm and homely atmosphere there, with staff engaging with residents and helping them to fulfil their days meaningfully, which in Lydia’s case includes walks out for coffee and the shops and trips to swimming and bowling etc. Staff also take great care to keep us aware of any concerns, and we frequently receive reassuring photos of Lydia enjoying herself on outings or just at home. Recently, Lydia had to be taken to hospital following a seizure and fall, and as we were away on holiday, the staff supported her really well, staying with her in the hospital until 4am when she eventually got home.

In all, we consider the service provided by the team to be outstanding.

Barbara and Graham Williams

”



# Administrative Details of the Charity, its Trustees and Advisers

## Trustees

**David Swann** (appointed Chair 7 July 2023)

**John Finney** (resigned 7 July 2023)

**Lisa Basford**

**Steve Bastiman-Davies**

**Roger Setchell** (appointed 28 November 2023)

**Bella Ikpasaja** (resigned 11 June 2024)

**Michael Robinson** (appointed 11 June 2024)

**Robert Beckley** (appointed 11 June 2024)

## Senior Leadership Team

**Sarah Butcher**

Chief Executive (appointed 9 October 2023)

**Arcott Mahesh**

Chief Finance Officer

**Tapiwa Moyo**

Director of Care & Support

**Anne Asprey**

Head of Human Resources

**Philippa Stannard**

Head of Engagement

**Shān Nicholas**

Interim Chief Executive (up to 11 September 2023)

## Patrons

**Dame Stephanie Shirley CH**

Founder Patron

**Lady Sonia Hornby**

**Jeremy Irons**

## Registered/Principal Office

Baptist House

129 Broadway

Didcot

OX11 8XD

[www.kingwood.org.uk](http://www.kingwood.org.uk)

[info@kingwood.org.uk](mailto:info@kingwood.org.uk)

## Company Secretary

Arcott Mahesh

## Company Registered Number

02980543

## Charity Registered Number

1041924

## Independent Auditor

Edwin Smith Chartered Accountants

32 Queens Road

Reading

RG1 4AU

## Bankers

NatWest Bank Ltd

2nd Floor Abbey Gardens

4 Abbey Street

Reading

RG1 3BA

# Trustees' Report

## Report and financial statements

The trustees present their report and the audited financial statements for the year ended 31 March 2024 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the memorandum and articles of association and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

## Charitable objectives

To promote the welfare and relief of people with autism, learning and/or physical disabilities, and/or psychiatric illness by a) the provision of assistance in the provision of care and accommodation for such persons and b) the provision or assistance in the provision of the training and occupation and leisure activities of such persons.

For these purposes, 'autism' includes autistic disorder, pervasive development disorder (or otherwise specified, Asperger Syndrome and related developmental disabilities).

## Charitable activities

Autism at Kingwood is a social care charity, enabling autistic adults to live successfully in their homes through supported living.

Dedicated teams of support workers and managers provide a range of care, depending on the needs of the individual, which ranges from 24/7 care with a high-level range of needs to a few hours each day or week of outreach support. Additionally, Autism at Kingwood employs psychologists who provide support for staff in their work, and directly for people we support.

Through fundraising, Kingwood offers a range of meaningful and developmental activities to enhance the lives of the people we support. We run a large allotment, where people enjoy the therapeutic benefits of gardening in a safe space. Kingwood has a holiday home in the nearby rural countryside where our beneficiaries, as well as their families and our staff, can enjoy an affordable break. The Charity also delivers autism diagnosis and post-diagnosis support via the Oxfordshire Adult Autism Diagnosis Support Service on behalf of Oxford Health.

## STRATEGIC REPORT

### Achievement and performance

#### Operating review

During 2023-24, Autism at Kingwood provided supported living for 134 autistic adults living in Wiltshire, Berkshire, Oxfordshire, Hampshire and Buckinghamshire.

At the beginning of the year, Autism at Kingwood was recovering from the combined effects of sustained underfunding by local authorities and sector wide

staffing crises brought about by Covid and high inflation.

The following mitigating actions were taken during the year:

- Negotiations with local authorities resulted in an increase in hourly rates to an acceptable and sustainable level in Reading and Oxfordshire. We were unable to negotiate successfully in West Berkshire, and consequently handed back a small number of outreach contracts, and one outreach service in Bracknell (which we undertook with care for the individuals supported).
- To support sustainability, Autism at Kingwood implemented a Review and Assessment Panel to ensure the Charity is fully paid to undertake the care it provides; and delivers consistently high-quality services.
- Autism at Kingwood signed up to the Sponsor License Scheme, enabling the Charity to employ support workers from outside the EU. Over the course of the year, we employed nearly 40 permanent colleagues through the scheme. This resulted in reduced agency cost and improved quality of care for our beneficiaries.
- The Charity consolidated its two offices, moving the Head Office to our more cost-effective Didcot premises.

# Trustees' Report (continued)

Grant funding from NHS England/BOB and charitable grants enabled Autism at Kingwood to embark on the digitisation of care records, with the objective of improving the efficiency and effectiveness of care delivery. Restricted grants were also received to fund the positions of a Gardening & Activities Coordinator and Work Development Coordinator.

The Charity continued to deliver a range of community events, celebrations and forums, bringing together and fostering relations with beneficiaries, their families and staff.

## Financial Review

### Financial performance

The focus on stabilising operations and strengthening the quality of existing services that began last year following the difficulties of the preceding Covid period continued into this year and has become a central pillar of our strategy. No new services were taken on in 2023-24 even as revenue dropped as a result of some of the people we support leaving our care due to a change in their needs or circumstances. This was mitigated significantly through realising operational efficiencies across dispersed sites, lower overhead costs, negotiating full cost recovery on a large contract and, in particular reduction in agency staff usage from 34% of total support hours in April 2023 to 14% in March 2024.

The reduction in revenue was exacerbated by price uplifts awarded by local authorities

falling well short of the combined financial impact of the statutory increase in national living wage and inflation. Furthermore, prices varied significantly between local authorities as well as between people funded by the same local authority, with some being significantly lower than others. Reduction of aged debt by 48% from £1.17m to £0.6m helped sustain cash flow, while negotiations with funders for better pricing was stepped up through the year.

The upshot is an overall deficit of £433k on total income £0.9m lower than last year at £10m. The unrestricted operating deficit is £401k on income of £9.97m. Excluding the current year impact of the change in accounting policy adjustment (please see note 1 to the financial statements), the deficit is £359k. We ended the year with net assets and cash of £2m and £1.4m respectively. Net assets comprise fixed assets of £1.1m and free reserves of £0.9m.

Stability in the finance team has helped us make steady progress in improving and sustaining processes that have strengthened operational and financial control while keeping the focus on the quality of care provided to the people we support.

Significant price uplift from Reading Borough Council in October 2023 followed by Oxfordshire in April 2024 coupled with continuing improvements in operational efficiency and a clear strategy underpin our confidence in

being able to lay a strong foundation for financial sustainability over the next 2-3 years.

### Reserves policy

The Charity's aim is to maintain three months' operating expenditure while retaining the ability to invest and respond to exigencies. At current expenditure levels this implies free reserves of £2.4m. As of 31 March 2023, free reserves were £0.9m (net assets minus fixed assets) representing just over 1.1 months' operating expenditure.

The shortfall against target is to some extent mitigated by the fact that almost three-quarters of monthly income is received automatically through a bulk payment system from local authorities and bulk of the invoiced balance is mostly paid in a timely manner.

### Investment policy and objectives

Current policy is to hold cash balances in reserve accounts earning deposit rates of interest. This will be reviewed as free reserves increase to the target level set out in the reserves policy.

### Future plans

Following the appointment of Sarah Butcher MBE as CEO in October 2023, the 2024-27 strategy has been produced, focusing on a new Kingwood Autism Approach, with three key objectives:

- Improving outcomes
- Financial stability
- Growth

# Trustees' Report (continued)

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### Governing document

The Charity is a private company limited by guarantee. Its governing documents are its Memorandum and Articles of Association.

### Structure and management

Charitable status was granted to Autism at Kingwood on 3 November 1994, known then as The Kingwood Trust. The Autism at Kingwood Board of Trustees sets the strategy and monitors the Charity's key risks. Responsibility for implementing the strategy and day-to-day operational issues sits with the Chief Executive who, in turn, is supported by a team of suitability qualified and skilled individuals. Good governance is achieved through sub-committees meeting regularly throughout the year and making recommendations to the full Board, which meets four times a year. These sub-committees include Care & Culture, Finance & Development and Human Resources. Furthermore, the Board Members maintain regular contact with the Chief Executive throughout the year. The skills and expertise required within the Trustee Board are reviewed regularly to help the Charity deliver its objectives. If gaps are identified or a vacancy occurs, new trustees with the appropriate skills and experience are identified. On 31 March 2024, there were four trustee Board members, and the year saw the resignation of John Finney in July 2023 and the appointment of Roger Setchell in November 2023.

All trustees give of their time voluntarily without remuneration.

### Induction and training of trustees

When recruiting new Board members, the Chair and trustees undertake an open recruitment

Advertisements are shared on our website, social media and LinkedIn, in addition to recruitment sites such as Charity Jobs. Trustees may also approach individuals who may be able to make a particular contribution and invite them to be considered. The Charity applies its Equal Opportunities policy to the appointment of trustees.

All trustees are offered a full induction when they join, and Trustee training is available to keep trustees up to date with the environment in which the Charity operates.

### Risk management

The Board is ultimately responsible for setting the risk appetite and making sure we mitigate risks as far as possible. It delegates to the appropriate subcommittee with relevant extracts from both the Risk Matrix and Business Plan presented for scrutiny and oversight with discussion focusing predominantly on those more significant risks. The full accumulated risk register is presented to the trustees at Board meetings at least three times a year. While the Board generally takes a prudent approach to risk management, it recognises that things do go wrong from time to time

and accepts that we need to take some risks to be able to grow. The risk management framework is designed to give a clear view of our risks and make sure we're not exposed to them unnecessarily.

Effective risk management makes for informed decision making and helps us deliver on our business objectives.

The key risk to the Charity throughout the year has been financial viability due to the failure of local authorities to fully recompense Kingwood for the cost of delivering care. This was introduced to the risk matrix and monitored closely throughout the year. The financial year also saw additional scrutiny from the Finance & Development Committee on the cash flow position until the position settled.

## STATEMENT OF TRUSTEES RESPONSIBILITIES

The trustees, who are also directors of Autism at Kingwood for the purposes of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the situation of the Trust and of the incoming resources and application of resources, including the income and expenditure, of the

# Trustees' Report (continued)

charitable company for that year. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP.
- make judgments and 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 and prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware

- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## Disclosure of information to the auditor

In so far as the trustees are aware at the time of approving our trustees report: there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the company's auditor is unaware, and each Trustee has taken all the steps that they ought to have taken as a Director, in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information. The auditors, Edwin Smith, are deemed reappointed under section 487(2) of the Companies Act 2006. This report has been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities (FRS102) and in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

This report was approved by the trustees on 16th October 2024 and signed on their behalf by



**Roger Setchell**  
Trustee

# Independent Auditors Report

As at 31 March 2023

## Opinion

We have audited the financial statements of Autism at Kingwood (the “Charity”) for the year ended 31 March 2024 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 Charity’s affairs as 31 March 2024 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC’s Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee 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 Charity’s ability to continue as a going concern for a period of at least 12 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. 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.

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

We have nothing to report in this regard.

## Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees’ Annual Report.

# Independent Auditors Report (continued)

**As at 31 March 2024**

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- we have not obtained all the information and explanations necessary for the purposes of our audit;
- the directors were not entitled to take advantage of the small companies exemption from the requirement to prepare a strategic report.

## **Responsibilities of the trustees**

As explained more fully in the trustees' responsibilities statement, the trustees 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 they 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 Charity'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 Charity or to cease operations, or have no realistic alternative but to do so.

## **Our responsibilities for the audit of the financial statements**

The trustees have elected for the financial statements to be audited in accordance with the Charities Act 2022 rather than the Companies Act 2006. Accordingly, we have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the regulations made under section 154 of the Act.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

## **Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit in respect of fraud, are to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the Charity and considered that the most significant are the Companies Act 2006, the Charities Act 2011, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation

# Independent Auditors Report (continued)

## As at 31 March 2024

legislation. We considered the extent to which a material misstatement of the financial statements might arise as a result of non-compliance

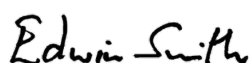
- We obtained an understanding of how the Charity complies with these requirements by making enquiries with management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud. We corroborated our enquiries through our review of the trustees' meeting minutes and any supporting documentation.
- We assessed the susceptibility of the financial statements to material misstatement, including how fraud might occur by considering the key risks impacting the financial statements and documenting the controls that the Charity has established to address risks identified, or that otherwise seek to prevent, deter or detect fraud. In our assessment we considered the risk of management override. Our audit procedures included testing manual journals on a sample basis and those journals where there is an increased risk of override, and an assessment of segregation of duties. These procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error.
- We inquired of management and those charged with governance as to any known instances of noncompliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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](http://www.frc.org.uk/auditorsresponsibilities)]. This description forms part of our auditor's report.

### Use of our report

This report is made solely to the Charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and the regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the Charity's trustees 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 Charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Edwin Smith  
Chartered Accountants  
Statutory Auditor  
32 Queens Road  
Reading  
RG1 4AU

Date **18 October 2024**

Edwin Smith is eligible to act as auditor in terms of section 1212 of the Companies Act 2006.

# Statement of Financial Activities

As at 31 March 2024

|                                                                         | Notes | Unrestricted Funds<br>£ | Designated Funds<br>£ | Restricted Funds<br>£ | Total Funds<br>2024<br>£ | Total Funds<br>2023<br>£<br>as restated |
|-------------------------------------------------------------------------|-------|-------------------------|-----------------------|-----------------------|--------------------------|-----------------------------------------|
| <b>Income:</b>                                                          |       |                         |                       |                       |                          |                                         |
| Donations                                                               | 2     | 22,774                  | -                     | 37,860                | 60,634                   | 375,034                                 |
| Investment Income                                                       | 3     | 15,274                  | -                     | -                     | 15,274                   | 4,600                                   |
|                                                                         |       | 38,048                  | -                     | 37,860                | 75,908                   | 379,634                                 |
| Income from charitable activities                                       | 4     | 9,863,827               | -                     | -                     | 9,863,827                | 10,503,471                              |
| Other income                                                            | 5     | 65,984                  | -                     | -                     | 65,984                   | 8,511                                   |
| <b>Total income</b>                                                     |       | <b>9,967,859</b>        | <b>-</b>              | <b>37,860</b>         | <b>10,005,719</b>        | <b>10,891,616</b>                       |
| <b>Expenditure:</b>                                                     | 6     |                         |                       |                       |                          |                                         |
| <b>(Costs of raising funds)</b>                                         |       |                         |                       |                       |                          |                                         |
| Donations                                                               |       | 34,917                  | -                     | -                     | 34,917                   | 45,819                                  |
| <b>Charitable activities</b>                                            |       |                         |                       |                       |                          |                                         |
| Domiciliary, residential care and welfare costs                         |       | 9,507,408               | -                     | 27,397                | 9,534,805                | 9,820,479                               |
| Support costs and charitable projects                                   |       | 787,448                 | 42,802                | -                     | 830,250                  | 764,114                                 |
| Governance costs                                                        |       | 38,864                  | -                     | -                     | 38,864                   | 42,292                                  |
| <b>Total expenditure</b>                                                |       | <b>10,368,637</b>       | <b>42,802</b>         | <b>27,397</b>         | <b>10,438,836</b>        | <b>10,672,704</b>                       |
| <b>Net income/(expenditure) before transfers</b>                        |       | <b>(400,778)</b>        | <b>(42,802)</b>       | <b>10,463</b>         | <b>(433,117)</b>         | <b>218,912</b>                          |
| Transfers between funds                                                 |       | -                       | -                     | -                     | -                        | -                                       |
| <b>Net income/(expenditure) for the year/<br/>Net movement in funds</b> |       | <b>(400,778)</b>        | <b>(42,802)</b>       | <b>10,463</b>         | <b>(433,117)</b>         | <b>218,912</b>                          |
| Fund balances at 1 April 2023                                           |       | 2,164,806               | 42,802                | 221,057               | 2,428,665                | 2,209,753                               |
| <b>Fund balances at 31 March 2024</b>                                   |       | <b>1,764,028</b>        | <b>-</b>              | <b>231,520</b>        | <b>1,995,548</b>         | <b>2,428,665</b>                        |

The statement of financial activities complies with the requirements for an income and expenditure account under the Companies Act 2006 and includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

# Balance Sheet

## As at 31 March 2024

|                                                       | Notes | £           | 2024<br>£        | £           | 2023<br>£          |
|-------------------------------------------------------|-------|-------------|------------------|-------------|--------------------|
| <b>Fixed assets</b>                                   |       |             |                  |             | <b>as restated</b> |
| Tangible assets                                       | 9     |             | 1,097,833        |             | 1,139,128          |
| <b>Current assets</b>                                 |       |             |                  |             |                    |
| Debtors                                               | 10    | 614,653     |                  | 1,166,482   |                    |
| Cash at bank and in hand                              |       | 1,408,967   |                  | 1,597,327   |                    |
|                                                       |       | 2,023,620   |                  | 2,763,809   |                    |
| <b>Creditors: Amounts falling due within one year</b> | 11    | (1,125,905) |                  | (1,474,272) |                    |
| <b>Net current assets/(liabilities)</b>               |       |             | 897,715          |             | 1,289,537          |
| <b>Total assets less liabilities</b>                  |       |             | <b>1,995,548</b> |             | <b>2,428,665</b>   |
| <b>Income funds of the Charity</b>                    |       |             |                  |             |                    |
| Restricted funds                                      | 14    |             | 231,520          |             | 221,057            |
| Unrestricted funds:                                   |       |             |                  |             |                    |
| Designated funds                                      | 15    |             | -                |             | 42,802             |
| Other charitable funds                                |       |             | 1,764,028        |             | 2,164,806          |
|                                                       |       |             | <b>1,995,548</b> |             | <b>2,428,665</b>   |

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024, although an audit has been carried out under section 144 of the Charities Act 2011. No member of the company has deposited a notice, pursuant to section 476 requiring an audit of these accounts under the requirements of the Companies Act 2006.

The directors acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

These financial statements have been prepared in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006.

The accounts were approved by the Board on 16 October 2024



Roger Setchell, Trustee

**Company Registration No. 02980543**

# Statement of Cash Flows

As at 31 March 2024

|                                                                                               | Notes | 2024<br>£        | 2023<br>£        |
|-----------------------------------------------------------------------------------------------|-------|------------------|------------------|
| <b>Cash flows from operating activities:</b>                                                  |       |                  |                  |
| Net cash provided by (used in) operating activities                                           |       | (175,558)        | 410,981          |
| <b>Cash flows from investing activities:</b>                                                  |       |                  |                  |
| Interest from investments                                                                     |       | 15,274           | 4,600            |
| Purchase of tangible fixed assets                                                             |       | (3,076)          | (14,674)         |
| <b>Net cash provided by investing activities</b>                                              |       | <b>(163,360)</b> | <b>400,907</b>   |
| <b>Cash flows from financing activities:</b>                                                  |       |                  |                  |
| Repayments of borrowing                                                                       |       | (25,000)         | (25,000)         |
| Cash inflows from new borrowing                                                               |       | -                | -                |
| <b>Cash used in financing activities</b>                                                      |       | <b>(25,000)</b>  | <b>(25,000)</b>  |
| Change in cash and cash equivalents in the year                                               |       | (188,360)        | 375,907          |
| Cash and equivalents at the beginning of the year                                             |       | 1,597,327        | 1,221,420        |
| <b>Cash and cash equivalents at the end of the year</b>                                       |       | <b>1,408,967</b> | <b>1,597,327</b> |
| <b>Net income/expenditure for the year<br/>(as per the statement of financial activities)</b> |       |                  |                  |
|                                                                                               |       | (433,117)        | 218,912          |
| Adjustments for:                                                                              |       |                  |                  |
| Depreciation charges                                                                          |       | 44,371           | 52,388           |
| Interest and from investments                                                                 |       | (15,274)         | (4,600)          |
| Loss/profit on the sale of fixed assets                                                       |       | -                | -                |
| (Increase)/decrease in debtors                                                                |       | 551,829          | 131,661          |
| Increase/(decrease) in creditors                                                              |       | (323,367)        | 12,620           |
| <b>Net cash provided from (used in) operating activities</b>                                  |       | <b>(175,558)</b> | <b>410,981</b>   |
| <b>Analysis of cash and equivalents</b>                                                       |       |                  |                  |
| Cash in hand                                                                                  | 17    | 1,408,967        | 1,597,327        |
| <b>Total</b>                                                                                  |       | <b>1,408,967</b> | <b>1,597,327</b> |

# Notes to the Financial Statements

## As at 31 March 2024

### 1. ACCOUNTING POLICIES

#### Basis of preparation

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 Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102) (effective January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Autism at Kingwood meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

#### Preparation of the accounts on a going concern basis

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue operations for the foreseeable future based on the outcomes of price negotiations with funding authorities as well as ongoing operational and organisational improvements.

The price increases awarded in 2023-24 were not sufficient to cover the costs of care being provided (especially the increase in national living wage) and efforts were continued with the funding authorities to address the large shortfall in prices. This coupled with sustained engagement with funders to improve efficiency, processes and outcomes has led to significant price increases awarded by Oxfordshire County Council (OCC) and Reading Borough Council, in particular. Qualifying to be on the framework agreement with OCC is added evidence of the confidence placed in the Charity by its largest funder as a reliable and long-term partner. Smaller, financially unviable contracts with some local authorities are being handed back as part of the focus on financial sustainability alongside improving outcomes for the people we support.

In contrast to the deficit in 2023-24, the financial performance in the first quarter of 2024-25 is better than budget due to the combined effects of higher prices and lower costs, especially agency costs, resulting in potentially sustainable surpluses. The focus on service and infrastructure improvement will continue alongside cost reduction where possible. It is also anticipated that the close working relationship established with the major funders will help ensure that prices are maintained in line with costs in the future.

Based on the foregoing, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

#### Fund Accounting

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

Restricted funds are subjected to restrictions on their expenditure imposed by the donor, or which have been raised by the Charity for particular purposes. The aim and use of each restricted fund is set out in the notes to the financial statements.

Designated funds are unrestricted funds set aside for specific purposes at the discretion of the trustees.

#### Income

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

Income from donations or grants is recognised when there is evidence that there is entitlement to the gift, receipt is probable, and its amount can be measured reliably. Gifts in kind are taken into account on a prudent assessment of their fair value. Government grants are recognised immediately in income except for CJRS grants which are recognised in income in the period to which they become receivable.

All other income (including income received under deeds of covenant) is recognised on a receivable basis. All income is related to the continuing activities of the Charity.

# Notes to the Financial Statements (continued)

## As at 31 March 2024

### 1. ACCOUNTING POLICIES (CONTINUED)

Deferred income comprises domiciliary, residential care and welfare income which relates to future accounting periods.

#### Expenditure

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

Expenses are allocated to activities in the Statement of Financial Activities where the expenses relate directly to those activities. Support costs constitute the costs of supporting the other activities of the company and include the staff costs of the central administrative staff.

Governance costs are the costs incurred in maintaining the company as a separate legal entity. This includes the cost of servicing trustee's meetings.

#### Tangible Fixed assets

Tangible fixed assets other than freehold land are stated at costs less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

|                                  |                          |
|----------------------------------|--------------------------|
| Freehold land is not depreciated |                          |
| Freehold buildings               | 50 years straight line   |
| Freehold improvements            | 10 years straight line   |
| Leasehold improvements           | over period of the lease |
| Equipment and motor vehicles     | 3 years straight line    |
| Holiday home                     | 10 years straight line   |

Tangible fixed assets costing in excess of £300 are capitalised.

The carrying values of tangible fixed assets are reviewed for impairment periodically if events or changes in circumstances indicate the carrying values may not be recoverable.

#### Leasing and hire purchase commitments

Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight line basis over the lease term.

#### Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any trade discounts due.

#### Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments held on deposit accounts..

#### Creditors and provisions

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

#### Financial instruments

The trust only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

# Notes to the Financial Statements (continued)

## As at 31 March 2024

### 1. ACCOUNTING POLICIES (CONTINUED)

#### Pensions

Autism at Kingwood operates a defined contribution scheme under auto enrolment regulations for its employees. Contributions payable to the scheme are charged to the statement of financial activities in the period to which they relate. The assets of the scheme are held separately from the Charity in an independently administered fund.

Autism at Kingwood also operates a group personal pension scheme which is a defined contribution scheme. All contributions are charged to the Statement of Financial Activities as incurred.

#### Judgements and Key Sources of Estimations

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed reasonable under the circumstances.

There are no significant areas of judgment or key estimates that have a significant risk of causing a material adjustment to items in the financial statements.

Specifically, with regard to debtors over 90 days, most of which relates to outreach services for Oxfordshire, Reading, Wokingham Councils and a few direct paying clients. The invoices have been reviewed and a detailed analysis of the services provided is being presented to customers with a view to expedite payment. The non-payment by the Council payment departments occurs due to the support packages and changes effected by the commissioning and social worker teams not being simultaneously reflected in their payment systems. The Charity is working closely and jointly with the Councils' commissioning and payments teams to synchronise such information.

#### Change in accounting policy

In the current year a change in accounting policy has been adopted by the Charity and which has an effect on the current period or a prior period or may have an effect on future periods.

Up to the end of the 2023-24 financial year, the overtime and sleep-in frontline labour costs were accounted for in the month following the one which they were delivered. Besides the normal variation expected in such costs, they also varied significantly depending on whether the preceding period had a 4- or 5-week rota. This often led to material mismatch and variations between the monthly calendarised revenue and the overtime/sleep-in costs which were not calendarised and incurred in the previous period. To address this mismatch, a one-off adjustment has been made in March 2024 by accruing the overtime and sleep-in costs incurred in March that would have normally been paid and accounted for in April 2024. This has the effect of increasing the costs of overtime and sleep-ins in 2023-24 by one extra period. The additional cost accrued in March 2024 is approximately £170k.

As per note 20 a prior year adjustment has been made.

### 2. DONATIONS

|                     | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total<br>2024<br>£ | Total<br>2023<br>£ |
|---------------------|----------------------------|--------------------------|--------------------|--------------------|
| Donations and gifts | 22,774                     | 37,860                   | 60,634             | 375,034            |

### 3. INVESTMENT INCOME

|                     | 2024<br>£ | 2023<br>£ |
|---------------------|-----------|-----------|
| Interest receivable | 15,274    | 4,600     |

# Notes to the Financial Statements (continued)

## As at 31 March 2024

### 4. INCOME FROM CHARITABLE ACTIVITIES

|                                           | 2024<br>£ | 2023<br>£  |
|-------------------------------------------|-----------|------------|
| Domiciliary, residential care and welfare | 9,863,827 | 10,503,471 |

### 5. OTHER INCOME

|                                     | 2024<br>£ | 2023<br>£ |
|-------------------------------------|-----------|-----------|
| Other income                        | 36,234    | 8,511     |
| Insurance claim re property repairs | 29,750    | -         |
|                                     | 65,984    | 8,511     |

### 6. EXPENDITURE

|                                                        | Staff<br>costs<br>£ | Depreciation<br>and<br>impairment<br>£ | Other<br>costs<br>£ | Total<br>2024<br>£ | Total<br>2023<br>£ |
|--------------------------------------------------------|---------------------|----------------------------------------|---------------------|--------------------|--------------------|
| <b>Costs of raising funds</b>                          |                     |                                        |                     |                    |                    |
| Costs of generating donations and legacies             | 23,572              | -                                      | 11,345              | 34,917             | 45,819             |
| <b>Charitable activities</b>                           |                     |                                        |                     |                    |                    |
| <b>Domiciliary, residential care and welfare costs</b> |                     |                                        |                     |                    |                    |
| Activities undertaken directly                         | 8,980,869           | 44,371                                 | 509,565             | 9,534,805          | 9,820,479          |
| <b>Support costs and charitable projects</b>           |                     |                                        |                     |                    |                    |
| Costs of supporting the direct activities and projects | 412,956             | -                                      | 417,294             | 830,250            | 764,114            |
| <b>Governance costs</b>                                | 27,488              | -                                      | 11,376              | 38,864             | 42,292             |
|                                                        | <b>9,421,313</b>    | <b>44,371</b>                          | <b>938,235</b>      | <b>10,403,919</b>  | <b>10,626,885</b>  |
|                                                        | <b>9,444,885</b>    | <b>44,371</b>                          | <b>949,580</b>      | <b>10,438,836</b>  | <b>10,672,704</b>  |

Governance costs include payments to the auditors of £8,748 (2023: £7,600) for audit fees, and £6,628 (2023: £1,102) for meeting expenses between trustees, staff, parents and families of those supported.

Included within support costs and charitable projects is expenditure on designated fund projects of £42,802 (2023: £22,383), expenditure on restricted fund projects of £27,397 (2023: £13,393) and rental of premises, including associated premises costs, of £99,678 (2023: £127,623).

# Notes to the Financial Statements (continued)

## As at 31 March 2024

### 7. TRUSTEES AND RELATED PARTY TRANSACTIONS

During the year one Trustee was reimbursed for travelling and other reimbursable expenses of £107 (2023 £nil). There were no other payments made to trustees during the year or related party transactions.

There were no other payments made to trustees during the year or related party transactions.

### 8. EMPLOYEES

#### Number of employees

The average monthly number of employees during the year was:

|                                           | 2024<br>Number | 2023<br>Number |
|-------------------------------------------|----------------|----------------|
| Domiciliary, residential care and welfare | 249            | 226            |
| Administrative staff                      | 27             | 32             |
|                                           | <u>276</u>     | <u>258</u>     |

The average number of FTE staff is 162 (2023-156 FTE)

#### Employment Costs

|                       | 2024<br>£        | 2023<br>£        |
|-----------------------|------------------|------------------|
| Wages and salaries    | 8,705,383        | 9,249,875        |
| Social security costs | 586,432          | 500,462          |
| Other pension costs   | 125,128          | 106,723          |
|                       | <u>9,416,943</u> | <u>9,857,060</u> |

Wages and salaries include agency welfare costs of £2,126,296 for (2023: £3,498,981) and agency support costs £378,168 (2023: £338,271).

The number of employees whose annual emoluments were £60,000 or more:

|                    | 2024<br>Number | 2023<br>Number |
|--------------------|----------------|----------------|
| £90,001 - £100,000 | 1              | 0              |
| £80,001 - £90,000  | 1              | 1              |

The trustees were not paid and did not receive any benefits from employment with the Charity in the year (2023: £nil).

The key management personnel of the Charity comprise the trustees, the Chief Executive Officer, Chief Operating Officer, Interim Director of Quality and Improvement, Chief Financial Officer and Head of HR. The total employee benefits of the key management personnel of the Trust were £387,618 (2023: £377,859).

The interim CEO resigned in September 2023 was paid via an agency with costs totalling £116,516 (2023: £98,590 Nov 22 to Mar 23).

# Notes to the Financial Statements (continued)

## As at 31 March 2024

### 9. TANGIBLE FIXED ASSETS

|                     | Freehold<br>property | Freehold<br>improvements | Leasehold<br>improvements | Equipment<br>and motor<br>vehicles | Holiday<br>Home | Total     |
|---------------------|----------------------|--------------------------|---------------------------|------------------------------------|-----------------|-----------|
|                     | £                    | £                        | £                         | £                                  | £               | £         |
| Cost                |                      |                          |                           |                                    |                 |           |
| At 1 April 2023     | 1,789,185            | 53,072                   | 87,869                    | 357,647                            | 37,808          | 2,325,581 |
| Additions           | -                    | -                        | -                         | 3,076                              | -               | 3,076     |
| Disposals           | -                    | -                        | -                         | -                                  | -               | -         |
| At 31 March 2024    | 1,789,185            | 53,072                   | 87,869                    | 360,723                            | 37,808          | 2,328,657 |
| Depreciation        |                      |                          |                           |                                    |                 |           |
| At 1 April 2023     | 711,116              | 46,020                   | 83,007                    | 338,907                            | 7403            | 1,186,453 |
| On disposals        | -                    | -                        | -                         | -                                  | -               | -         |
| Charge for the year | 24,000               | 1,874                    | 3,501                     | 11,216                             | 3,780           | 44,371    |
| Impairment          | -                    | -                        | -                         | -                                  | -               | -         |
| At 31 March 2024    | 735,116              | 47,894                   | 86,508                    | 350,123                            | 11,183          | 1,230,824 |
| Net book value      |                      |                          |                           |                                    |                 |           |
| At 31 March 2024    | 1,054,069            | 5,178                    | 1,361                     | 10,600                             | 26,625          | 1,097,833 |
| At 31 March 2023    | 1,078,069            | 7,052                    | 4,862                     | 18,740                             | 30,405          | 1,139,128 |

In 2013 an impairment review was carried out on the Property 45 Cressingham Road, valued at £1,300,000 and an impairment loss was incurred of £392,401 which is included in accumulated freehold property depreciation. A further review was carried out this year and no change was considered necessary.

### 10. DEBTORS

|                                | 2024<br>£      | 2023<br>£        |
|--------------------------------|----------------|------------------|
| Trade debtors                  | 158,846        | 949,067          |
| Other debtors                  | 2,083          | 13,170           |
| Prepayments and accrued income | 453,724        | 204,245          |
|                                | <u>614,653</u> | <u>1,166,482</u> |

# Notes to the Financial Statements (continued)

## As at 31 March 2024

### 11. CREDITORS

#### Amounts falling due within one year

|                                 | 2024<br>£        | 2023<br>£        |
|---------------------------------|------------------|------------------|
| Bank loan                       | -                | 25,000           |
| Trade creditors                 | 293,516          | 451,951          |
| Taxes and social security costs | 149,026          | 118,188          |
| Other creditors                 | 39,378           | 36,062           |
| Accruals                        | 640,671          | 761,236          |
| Deferred income                 | 3,314            | 81,835           |
|                                 | <u>1,125,905</u> | <u>1,474,272</u> |

Deferred Income – The amount of deferred income brought forward at 1 April 2023 released to income earned from charitable activities amounts to £81,835 (2023: £137,379).

### 12. PENSION COSTS

#### Defined Contribution

|                                    | 2024<br>£      | 2023<br>£      |
|------------------------------------|----------------|----------------|
| Contributions payable for the year | <u>125,128</u> | <u>106,723</u> |

### 13. SHARE CAPITAL

Autism at Kingwood, a registered charity, is a company limited by guarantee, not having any share capital. In the event of a winding up, each member may be required to contribute an amount not exceeding £1 towards the settlement of the company's liabilities.

# Notes to the Financial Statements (continued)

## As at 31 March 2024

### 14. RESTRICTED FUNDS

The income funds of the Charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

#### 2024

| 2024                                  | Movement in funds             |        |             |           |                                |
|---------------------------------------|-------------------------------|--------|-------------|-----------|--------------------------------|
|                                       | Balance at<br>1 April<br>2023 | Income | Expenditure | Transfers | Balance at<br>31 March<br>2024 |
|                                       | £                             | £      | £           | £         | £                              |
| Property improvements                 | 221,057                       | -      | (6,187)     | -         | 214,870                        |
| Gardening Coordinator                 | -                             | 15,000 | (15,000)    | -         | -                              |
| Digital Social Care Record Grant      | -                             | 16,660 | (150)       | -         | 16,510                         |
| Ground Works                          | -                             | 6,000  | (6,000)     | -         | -                              |
| Barbara Williams for Windrush Service | -                             | 200    | (60)        | -         | 140                            |
|                                       | 221,057                       | 37,860 | (27,397)    | -         | 231,520                        |

#### 2023

| 2023                          | Movement in funds             |        |             |           |                                |
|-------------------------------|-------------------------------|--------|-------------|-----------|--------------------------------|
|                               | Balance at<br>1 April<br>2022 | Income | Expenditure | Transfers | Balance at<br>31 March<br>2023 |
|                               | £                             | £      | £           | £         | £                              |
| Property improvements         | 227,244                       | -      | (6,187)     | -         | 221,057                        |
| Gardening Coordinator         | 14,000                        | -      | (14,000)    | -         | -                              |
| Cressingham Road Improvements | 2,088                         | -      | (2,088)     | -         | -                              |
| The Will Charitable Trust     | -                             | 7,000  | (7,000)     | -         | -                              |
| Ground Works                  | -                             | 6,000  | (64,000)    | -         | -                              |
|                               | 243,332                       | 13,000 | (35,275)    | -         | 221,057                        |

# Notes to the Financial Statements (continued)

## As at 31 March 2024

### 14. RESTRICTED FUNDS (CONTINUED)

#### Cressingham Road property

The Cressingham Road property was renovated to provide better quality of residence and care to the people we support and improve the working environment for support staff.

The resources expended relates to depreciation of these property improvements. The balance will be reduced as the property is depreciated

#### Gardening Coordinator

Funding received to include grant from the Sobell Foundation as part of a two-year grant to employ a gardening coordinator who will work with PWS at Henley Allotments. A donation was also made by Groundwork London in the year (as noted above) towards these costs.

#### Digital Social Care Record System

Two grants were received in the year to provide funding towards establishing a digital social care record system. These were received toward the end of the year and the main costs are anticipated to be incurred in the next financial year.

### 15. DESIGNATED FUNDS

#### 2024

#### Movement in funds

|                  | Balance at<br>1 April<br>2023<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Transfer<br>between<br>funds<br>£ | Balance at<br>31 March<br>2024<br>£ |
|------------------|------------------------------------|----------------------------|----------------------------|-----------------------------------|-------------------------------------|
| Development fund | 42,802                             | -                          | (42,802)                   | -                                 | -                                   |
|                  | 42,802                             | -                          | (42,802)                   | -                                 | -                                   |

#### 2023

#### Movement in funds

|                  | Balance at<br>1 April<br>2022<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Transfer<br>between<br>funds<br>£ | Balance at<br>31 March<br>2023<br>£ |
|------------------|------------------------------------|----------------------------|----------------------------|-----------------------------------|-------------------------------------|
| Development fund | 65,185                             | -                          | (22,383)                   | -                                 | 42,802                              |
|                  | 65,185                             | -                          | (22,383)                   | -                                 | 42,802                              |

#### Development fund

Funds set aside by the trustees for projects including strengthening autism experience, identifying and undertaking research and accessing activities in the community.

# Notes to the Financial Statements (continued)

## As at 31 March 2024

### 16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Fund balances at 31 March 2024 are represented by:

|                                                | Unrestricted<br>funds<br>£ | Designated<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>£       |
|------------------------------------------------|----------------------------|--------------------------|--------------------------|------------------|
| Tangible fixed assets                          | 882,963                    | -                        | 214,870                  | 1,097,833        |
| Current assets                                 | 2,006,970                  | -                        | 16,650                   | 2,023,620        |
| Creditors: amounts falling due within one year | (1,125,905)                | -                        | -                        | (1,125,905)      |
|                                                | <b>1,764,028</b>           | <b>-</b>                 | <b>231,520</b>           | <b>1,999,548</b> |

### 17. ANALYSIS OF CHANGES IN NET DEBT

|                                            | Balance at<br>1 April<br>2023<br>£ | Cash-flows<br>£ | Balance at<br>31 March<br>2024<br>£ |
|--------------------------------------------|------------------------------------|-----------------|-------------------------------------|
| Cash                                       | <b>1,597,327</b>                   | (188,360)       | <b>1,408,967</b>                    |
| Loans falling due within one year          | <b>(25,000)</b>                    | 25,000          | -                                   |
| Loans falling due after more than one year | -                                  | -               | -                                   |
|                                            | <b>(25,000)</b>                    | 20,000          | <b>(25,000)</b>                     |
| <b>Total</b>                               | <b>1,572,327</b>                   | (163,360)       | <b>1,408,967</b>                    |

### 18. COMMITMENTS UNDER OPERATING LEASES

At 31 March 2024 the company had a total of future minimum lease payments under non –cancellable operating leases for each of the following periods:

|                                                   | Land and buildings |               |
|---------------------------------------------------|--------------------|---------------|
|                                                   | 2024<br>£          | 2023<br>£     |
| Expiry date:                                      |                    |               |
| Not later than one year                           | 29,700             | 80,483        |
| Later than one year and not later than five years | 113,850            | 5,750         |
|                                                   | <b>143,550</b>     | <b>86,233</b> |

# Notes to the Financial Statements (continued)

## As at 31 March 2024

### 19. CONTINGENT LIABILITIES

There is a possible but uncertain obligation on the outcome of a court claim against the Charity by a creditor. There is also a counter claim against the same creditor and at this stage it is not possible to quantify any potential liability.

There is another uncertain obligation arising from a local authority for the potential repayment of service income, but the Charity plans to discuss some pricing shortfalls on other contracts with them so at this stage it is not possible to quantify any eventual liability.

There is also a potential liability regarding a claim against the Charity for an outstanding debt due to the claimant of £99,766 for void rents. A similar claim was made in previous years and following a defense of the claim by the Charity the claim was eventually waived. The trustees consider that based on a similar defense to the current claim for void rents then no liability should arise.

### 20. PRIOR YEAR ADJUSTMENT

A change in the accounting policy for accruing overtime costs means the opening balances for the previous period should be restated as detailed below.

#### Changes to the balance sheet (statement of financial position)

|                                    | As previously<br>reported<br>£ | Adjustment at<br>1 April 2022<br>£ | Adjustment at<br>31 March 2023<br>£ | As<br>restated<br>£ |
|------------------------------------|--------------------------------|------------------------------------|-------------------------------------|---------------------|
| <b>Creditors due with one year</b> |                                |                                    |                                     |                     |
| Accruals                           | (633,209)                      | (120,181)                          | (7,846)                             | (761,236)           |
| <b>Funds of the Charity</b>        |                                |                                    |                                     |                     |
| Other unrestricted funds           | 2,292,833                      | (120,181)                          | (7,846)                             | 2,164,806           |

#### Changes to the statement of financial activities

|                                                                         | As previously<br>reported<br>£ | Adjustment<br>£ | As<br>restated<br>£ |
|-------------------------------------------------------------------------|--------------------------------|-----------------|---------------------|
| Charitable activities – Domiciliary, residential care and welfare costs | 9,812,633                      | 7,846           | 9,820,479           |
| Surplus for the financial period                                        | 226,758                        | (7,846)         | 218,912             |

The statement of financial activities complies with the requirements for an income and expenditure account under the Companies Act 2006 and includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.



**Autism at Kingwood**

Baptist House  
129 Broadway  
Didcot  
OX11 8XD

[info@kingwood.org.uk](mailto:info@kingwood.org.uk)  
[www.kingwood.org.uk](http://www.kingwood.org.uk)

Autism at Kingwood is a UK registered charity,  
managed by a highly skilled Senior Leadership  
Team and led by a Board of Trustees

Charity No.1041924

Autism at Kingwood is a company limited by  
guarantee. Registered in England No. 2980543



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# Accounts

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# **Autism at Kingwood**

## Annual Review and Financial Report 2022-2023

*Embracing  
Autism*



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## Annual Review and Financial Report

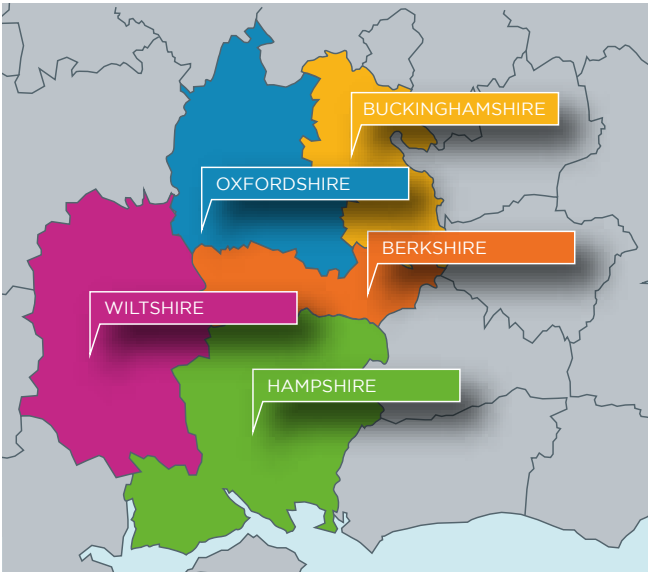
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# About Autism at Kingwood

Autism at Kingwood is a social care charity, which provides support to autistic adults across the Thames Valley.

Dame Stephanie Shirley CH founded Autism at Kingwood in 1994 to support her autistic son Giles, removing him from a psychiatric hospital, where he had been kept for 11 years, and into a regular house, where he was supported by caring people who, for the first time, enabled him to make his own choices about his life.

This was the blueprint for Autism at Kingwood's supported living model.



During the year, Autism at Kingwood supported 155 people from Wiltshire, Berkshire, Oxfordshire, Hampshire and Buckinghamshire.

The Charity enables autistic people to live successfully in their own homes. Dedicated teams of support workers and managers provide a range of care, depending on the needs of the individual. Some people supported might need 24/7 care with a high-level range of needs, whilst others need just a few hours each day or week to help them live independently. Additionally, Autism at Kingwood employs psychologists who provide support for staff in their work, and directly for people we support.

The Charity also delivers autism diagnosis and post-diagnosis support via the Oxfordshire Adult Autism Diagnosis Support Service on behalf of Oxford Health.

To help enhance the lives of those we support, the Charity provides a range of meaningful and developmental activities, including a skills and work project, gardening therapy, a weekly social club, organised days out and much-loved parties! We have a holiday home, available for people we support, their families and staff.

Autism at Kingwood has an excellent reputation in both the autism and social care sectors for, as Dame Stephanie says:

**“Providing creative solutions for complex situations and importantly, for persevering when other services have failed”.**

# From our Interim Chief Executive and Trustee Chair

**This has been a challenging year for Autism at Kingwood and indeed, the adult social care sector.**

**Since 2019, Kingwood has been a campaign leader for improved pay rates from local authorities, so that care providers like Kingwood can employ and keep good staff, invest in infrastructure, and thus improve our service to autistic adults.**



However, additional funds hadn't materialised and the cost-of-living crisis forced talented staff to work outside the social care sector. This resulted in heavier reliance on expensive agency staff to fill the staffing gaps.

As a professional interim Chief Executive, experienced in crises management and change, I was brought in by the Board of Trustees, to carve a pathway out of difficulties, and towards sustainability and success. My objective was to pass my role on to a permanent Chief Executive with a charity fit for purpose, and a healthy, forward-looking trajectory.

It was clear to me from the outset that we needed to increase the revenue received from local authorities and reduce costs; we simply weren't breaking even.

Our first resolve was to improve our recruitment rates, and the retention of good quality support workers. Kingwood successfully registered for a government sponsor licence,

enabling the Charity to employ a talented workforce from outside the EC. By the year end, we had set the wheels in motion for a successful recruitment campaign, which began to significantly lower the number of agency workers used.

I am pleased to report that during the year, we gained a deeper insight of each and every service we provide social care for. Thorough audits enabled us to better understand the needs and wishes of the people we supported, ensuring we had the tools and staff in place to provide safe, happy and good quality environments. The audits also enabled us to calculate the true cost of delivering supported living and outreach.

Armed with such data, we began proactive negotiations with the local authorities and additional commissioners we are contracted to provide supported living for. At the year end, we were in the midst of negotiations, with resolutions expected the following year.

With a focus also on financial management and scrutiny, we began negotiations with some of our funders who owed us money for services provided; these had been disputed, but by the end of the year, we were confident of favourable resolutions.

We also made the decision to move out of our Reading office, which since the pandemic, has had significantly less usage with more people hybrid or home working. This will yield a considerable cost saving.

The hard work everyone has done this year will, I am confident, provide a steadfast pathway for Autism at Kingwood. I have been incredibly impressed with the commitment and resilience of all our staff. With such a strong army in place, I believe that the Charity will continue to strengthen financial and operational stability.

*Shān Nicholas*

Shān Nicholas

**During the year two trustees resigned from the board: Mark Glinwood and Steve Carnaby.**

**We thank them for their time and the expertise they provided to the board, committees and the whole organisation.**



Since the end of the financial year John Finney stepped down from the role of Chair and from the board. John led the board for over two years and provided Kingwood with a fresh perspective and focus on financial stability, and we thank him for the time he was able to commit to Kingwood.

I was appointed Chair in July 2023 and as an existing Trustee for almost six years will bring some continuity and relevant experience to the board. The entire Board of Trustees are strong supporters of Kingwood and those it cares for, and we are all committed to its future success.

It has been a testing time for all providers of social care and I want to thank all colleagues across Kingwood for their hard work and commitment to those we support. Shān Nicholas has played a pivotal role in leading the charity though much of this period and I wanted to thank her and her team for their leadership.

An important step has been the appointment of a Chief Executive, and we are delighted that Sarah Butcher will take up the role from October 2023 and take the baton from Shān.

*David Swann*

David Swann

# Providing Added Value

## Autism at Kingwood Work and Skills Programme

**Autism at Kingwood began its programme to deliver training and work opportunities to people supported by the organisation.**

Funded by the European Social Fund and Education & Skills for care, the funds received enabled Autism at Kingwood to employ a part-time Work and Skills Coordinator, to support individuals on their chosen path towards the world of work.

Participants had a rich and varied set of work experiences, including at a local newspaper, a radio station, a woodworking shop, a food bank, gardening, at horse-riding stables, and a charity shop.

We also delivered a confidence building course, and challenging activities for those taking part.



## THE KINGWOOD WORK PROJECT



### Work experience feedback

**This is going well. Renee (Kingwood's Work Coordinator) approached Cherwell Radio on behalf of 'A' ... to volunteer for work on the radio. A is enjoying it, has made a good impression and hopes to continue for as long as possible.**

**A is certainly learning a great deal. He has no problems. He first worked on a Sunday broadcast but is now on a Wednesday evening one.**

**A does not expect this to transition to paid work, though the skills acquired may be useful at some point in employment. He may be able to use his experience to include in one of his university assignment projects.**

## The Sun Club

**Autism at Kingwood are grateful to The Earley Charity and the Syder Foundation, for funding our Friday night social club - The Sun Club, during the year.**

Situated in the heart of Reading, the club provided games, a social hub, tuck-shop, and special events for not just people supported by Kingwood, but all autistic people in Reading.



## Autism at Kingwood win 'Best Plot of the Year'

**Our Gardening Coordinator Renee worked hard with the people we support to ensure we won this prestigious prize at our Henley. They have received the 'Best Plot of the Year' award!**

A special thank you to Renee, Owen and Ben for their consistent hard work to make the plot a Best Plot winner!

Our allotment continues to provide a peaceful and safe space to people we support to enjoy gardening and develop skills.



# Providing Added Value

## Kingwood Gatherings

Kingwood enjoyed a memorable Annual Celebration, after a three-year lapse due to the pandemic. It felt so good to bring together people we support, their families and our staff.

With our Christmas party postponed due to bad weather, it was wonderful finally getting together for a New Year Celebration!

We organised a Kingwood BBQ and farm day at Vana Farm. People we support go to the farm in North Oxfordshire each week, to enjoy a safe and welcoming space where they can work on their farm, help look after the animals and produce, and enjoy a home-grown lunch.



## Kingwood Holiday Home

Autism at Kingwood own a holiday home which provides respite to people we support, as well as their families and our staff. During the year, we had 17 bookings.



# Achievement

## Learning Disability and Autism Award Finalist

In July Kingwood Support Manager Belinda attended the Learning Disability and Autism Awards with colleagues, as a finalist for The Frontline Leader Award.



Belinda's team had the following to say about working with Belinda:

"Belinda's caring manner and how easily she establishes trust and rapport with all individuals is amazing ... Belinda has always had a professional and respectful approach towards the people we support and her staff team."

"The care and thoughtfulness that Belinda has for her team shines through. It is a reflection of the attitude that she has for our clients, only ever wanting the best for them, so that they can be the best version of themselves."

"Belinda took me under her wing totally made me enjoy the job I do with her full support."

## Laura is Featured in 'Care Talk' Magazine!

Laura, who we support in Hampshire was featured in 'Care Talk' magazine.

Laura lives life to the full, with a little help from her outreach support workers.



# Achievement

## Lucy Skuce at Modern Art Oxford

In November, Lucy Skuce, who Kingwood supports, had an exhibition at Modern Art Oxford with *Captured Moments*.

Lucy Skuce is a photographer and her exhibition was recording her first-person experience of the world, and redundant technologies.

Utilising mixed technology, from a 1980s VHS camcorder through to a contemporary 4k camera, Skuce documented her relationship with her hometown of Didcot using both new and archival footage to create a sense of fractured and condensed time.

Her film at Modern Art Oxford is accompanied by a video installation featuring vintage technologies.



## Women Achieving Greatness Award

Our Head of Fundraising and Communications, Philippa Stannard, was awarded the Communications Guru Award at the inaugural Women Achieving Greatness in Social Care Awards in November.

Philippa's award was in recognition of her development and running of the **#BetterPay4SocialCare** campaign and for her ongoing campaigning for financial recognition for care workers.

Philippa said she hopes the award will “raise awareness of the woeful underfunding of social care which means providers are unable to pay care workers what they deserve”.



Women Achieving Greatness said of Philippa's achievement:

“Launching the **#BetterPay4SocialCare** campaign in 2020, Philippa deployed exceptional communication strategies to ensure this campaign was a great success.

Liaising with over 25 organisations, local and national Government, Philippa is more than deserving of the title ‘Communications Guru’ and others in the sector can learn much from her example.”



# Support for Kingwood

**Autism at Kingwood is grateful to the individuals who donated to us, fundraised for us, and who chose to leave a legacy to Autism at Kingwood.**

We appreciate that this was, and remains, a time of financial uncertainty for many, and our supporters' support is truly valued.

We were hugely grateful to Rory, parent to someone we support, who completed a challenging 3.5 km sponsored swim of the Straights of Corfu in September, raising £2,620 for Autism at Kingwood.



**Rory said:**

**“I’m swimming to raise funds for Autism at Kingwood whose staff play such a key role in Charlotte’s day-to-day supported living.**

**“They are patient, kind and compassionate, and do amazing work for many people throughout Berks, Bucks and Oxon.**

**“I really appreciate the service and staff care Kingwood provide. Please help me to raise as much as possible to help!”**

## A Candlelit Christmas Evening

**The beautiful abbey at Dorchester in Oxfordshire was the venue for our sell-out festive fundraising event last December.**

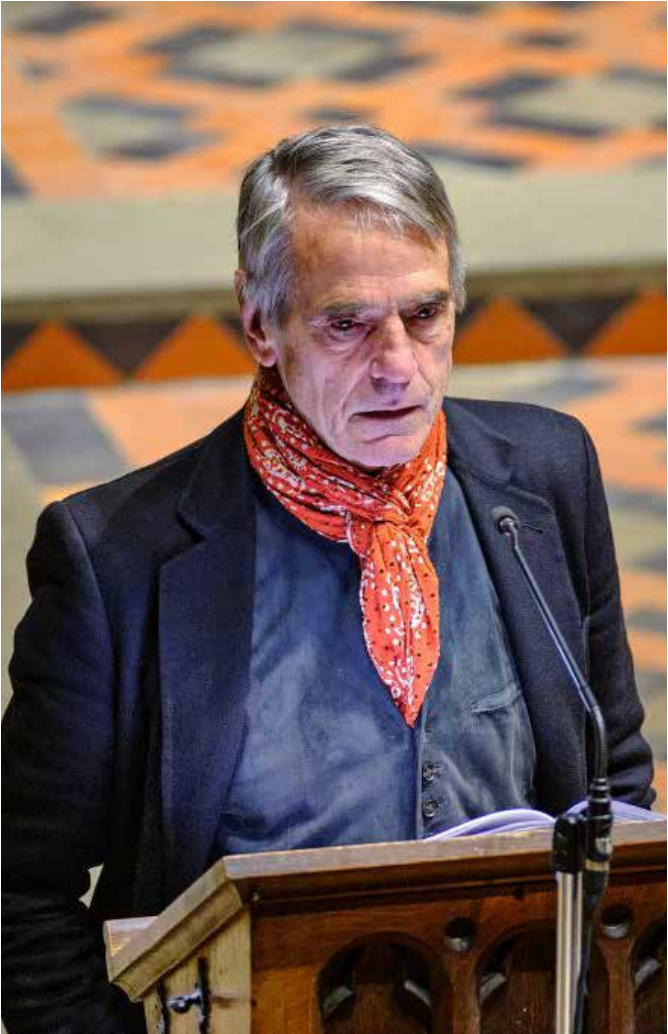
**Jeremy Irons and Sinéad Cusack entertained us with a selection of readings while the Magdalen College Choir sang wonderfully.**

We are so grateful to all our performers who gave us their time and talent, and our incredible team of volunteers who worked all day (and very late into the night) to create this magical evening, lit with 1,000 candles.

Special thanks to co-organisers Hilary Colbert, and Barbara & Graham Williams.

Our founder Dame Stephanie Shirley was enthralled, as was our guests – two of whom travelled from Norway and Poland especially!

The event raised over £17,000.



Images: Hugh Warwick

# Support for Kingwood

## Bloxham Rangers U9

The Bloxham Rangers U9, donned our logo on their football shirts.

Thanks for helping to raise awareness about Kingwood and autism in Oxfordshire!

## The Berkshire Masonic Charity

The Berkshire Masonic Charity funded two additional First Aid courses which we had to deliver due to higher than usual staff turnover, due to the social care staffing crises.



## Allotment help

We are very grateful to our regular allotment volunteer Helen, for all the help she gives Kingwood at our allotment every week.



What prompted you to volunteer at our allotment?

“I wanted to do something working with people. I used to be a physiotherapist, and I wanted to draw on my therapy background. I have a love of horticulture as well and wanted to combine the two. I’d done a little bit of research into training in therapeutic horticulture and found out about Kingwood and thought it would be a good opportunity to volunteer and help people.”

What do you like best about volunteering here?

“I like working with people and building relationships to help them build their confidence and try new skills. It’s a lovely setting to be in, to be outside and in nature. It’s really peaceful here and the work I do is rewarding.”

# Financial Review

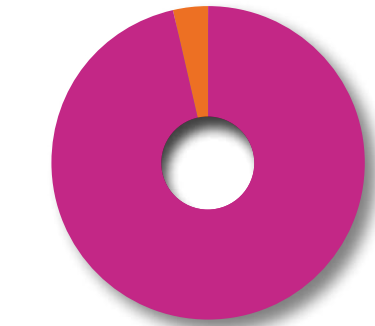
Following a period of turbulence caused by Covid and high inflation and the impact it had on staff health, recruitment and recruitment, the focus in 2022-23 was on stabilising operations and strengthening the quality of existing services.

This was achieved firstly, by not taking on new services and instead strengthening the underlying processes that improves outcomes for service users and working conditions for frontline staff including wage increases. Secondly, with more retention, recruitment and rostering control we were able to reduce agency usage by 24% over the year.

The lower agency costs and stringent control of overhead helped offset exceptional costs relating to quality improvement and changes in senior management. Significant unrestricted donations also helped defray some of these costs. Thirdly, we were able to improve our income and cash flow by cooperating transparently on two key NHS contracts and with other stakeholders whilst also reducing aged debt significantly.

These actions have resulted in a surplus for the full year of £227k with both income and expenditure being approximately £0.8m higher than last year. Net assets have

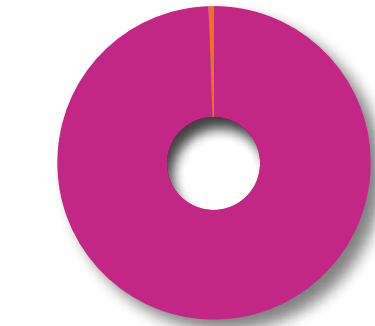
Autism at Kingwood 2021/22 Financial Performance



|                                   |             |
|-----------------------------------|-------------|
| Income                            |             |
| Income from charitable activities | £10,503,471 |
| Other income                      | £388,145    |
| Total                             | £10,891,616 |

risen to £2.55m represented by free reserves of £1.37m, £1.14m of fixed assets and £43k of designated funds. Cash balance was £1.6m at 31 March 2023. Our reserves policy is to maintain 3 months' operating expenditure while retaining the ability to invest and respond to exigencies. At current expenditure levels this implies a target of £2.8m. Free reserves of £1.37m currently represent 1.5 months' operating expenditure.

Notwithstanding couple of changes in one role during the year, the finance team has been stable with key financial and analytical processes being streamlined, continuing close collaboration with operations, emphasis on the well-being of the people we support and our support staff as well as a focus on cash flow, transparency and financial sustainability.



|                       |             |
|-----------------------|-------------|
| Expenditure           |             |
| Charitable activities | £10,619,039 |
| Cost of raising funds | £45,819     |
| Total                 | £10,664,858 |

Price rates paid by the local authorities for support continue to be below the full cost of care. Excluding unrestricted donations and income from resolving historical transactions, the operating result in 2022-23 is a deficit and this issue, along with quality of care, is at the centre of our negotiations with funding bodies. Local authorities, Oxfordshire, in particular, have indicated that they wish to work in strategic partnership with us and we view this as the critical path to financial sustainability and better outcomes for the people we support.

# Charity Management and Honorary Roles

**Trustees**  
**John Finney**  
Chair (resigned July 2023)  
**David Swann**  
Treasurer (appointed Chair July 2023)  
**Lisa Basford**  
**Steve Bastiman-Davies**  
**Mark Glinwood**  
(May 2022, resigned January 2023)  
**Bella Ikpasaja** (May 2022)  
**Dr Steven Carnaby** (resigned March 2023)

**Senior Leadership Team**  
**Shān Nicholas**  
Interim Chief Executive  
(November 2022-September 2023)  
**Estelle Christmas**  
Chief Executive (until November 2022)  
Chief Operating Officer (November 2022-April 2023)  
**Arcott Mahesh**  
Chief Finance Officer  
**Pam Creaven**  
Interim Director of Quality and Improvement (from January 2023)  
**Lynn Longland**  
Director of Human Resources (until September 2022)  
**Anne Asprey**  
Interim Head of HR (from September 2022)  
**Tapiwa Moyo**  
Director of Operations  
**Philippa Stannard**  
Head of Fundraising & Communications  
**Sally Powis**  
Consultant Clinical Psychologist

**Patrons**  
**Dame Stephanie Shirley CH**  
Founder Patron  
**Lady Sonia Hornby**  
**Jeremy Irons**  
  
**Registered/Principal Office**  
2 Chalfont Court, Chalfont Close,  
Lower Earley, Reading, RG5 5SY  
0118 931 0143  
www.kingwood.org.uk  
info@kingwood.org.uk

Charity Number: 1041924  
Company Number: 02980543

**Auditors**  
Edwin Smith Chartered Accountants  
32 Queens Road, Reading, RG1 4AU

**Bankers**  
National Westminster Bank plc.  
18 Market Place, Henley-on-Thames,  
RG9 2AP

# Structure, Governance and Management

Charitable status was granted to Autism at Kingwood on 3 November 1994, known then as The Kingwood Trust. The Charity is a private company limited by guarantee. Its governing documents are its Memorandum and Articles of Association.

The Autism at Kingwood Board of Trustees sets the strategy and monitors the Charity’s key risks. Responsibility for implementing the strategy and day-to-day operational issues sits with the Chief Executive who, in turn, is supported by a team of suitability qualified and skilled individuals.

Good governance is achieved through sub-committees meeting regularly throughout the year and making recommendations to the full Board, which meets four times a year. These sub-committees include Risk & Care Practice, Finance & Development and Human Resources. Furthermore, the Board Members maintain regular contact with the Chief Executive throughout the year.

The skills and expertise required within the Trustee Board are reviewed regularly to help the Charity deliver its objectives. If gaps are identified or a vacancy occurs, new trustees with the appropriate skills and experience are identified.

On 31 March 2023, there were five Trustee Board members, and the year saw the resignation of Mark Glinwood in January, and Dr Steven Carnaby in March.

All Trustees are offered a full induction when they join, and Trustee training is available to keep Trustees up to date with the environment in which the Charity operates. All Trustees give of their time voluntarily without remuneration. Details of Trustees’ reimbursed expenses are disclosed in note 6. The pay of senior staff is reviewed annually, and Trustees benchmark pay levels against the market rates for comparable roles and the ability to retain key personnel.

**Risk Management**  
The Board is ultimately responsible for setting the risk appetite and making sure we mitigate risks as far as possible.

It delegates to the appropriate subcommittee with relevant extracts from both the Risk Matrix and Business Plan presented for scrutiny and oversight with discussion focusing predominantly on those more significant risks. The full accumulated risk register is presented to the Trustees at Board meetings at least three times a year.

While the Board generally takes a prudent approach to risk management, it recognises that things do go wrong from time to time and accepts that we need to take some risks to be able to grow. The risk management framework is designed to give a clear view of our risks and make sure we’re not exposed to them unnecessarily.

Effective risk management makes for informed decision-making and helps us deliver on

our business objectives.  
  
The key risk to the Charity throughout the year has been financial viability due to the failure of local authorities to fully recompense Kingwood for the cost of delivering care. This was introduced to the risk matrix and monitored closely throughout the year.

The financial year also saw additional scrutiny from the Finance & Development Committee on the cash flow position until the position settled.

**Investment Policy**  
To date it has been the policy of the Board to hold any available funds in the form of cash and cash equivalents. However, investment opportunities will be considered in the coming year.

**Complaints Policy**  
The organisation has a comprehensive complaints policy that is communicated clearly and available according to the Accessible Information Standard. Furthermore, Autism at Kingwood regularly engages with families, people we support and professionals to ensure stakeholders have the opportunity to provide feedback. These opportunities were largely conducted virtually during the last year.

**Recruiting, Appointing and Training of Trustees**  
The Autism at Kingwood Board of Trustees saw some changes during the last year, as detailed on page 17 . When recruiting new Board members, the Chairman and Trustees undertake an open recruitment

# Going Concern Assessment

process based on a clear role specification.

Advertisements are shared on our website, social media and LinkedIn, in addition to recruitment sites such as Charity Jobs. Trustees may also approach individuals who may be able to make a particular contribution and invite them to be considered. The Charity applies its Equal Opportunities policy to the appointment of Trustees. There exists a comprehensive induction programme and Trustee manual.

**Reserves Policy**  
The Charity’s reserves policy is to maintain three months’ operating expenditure while retaining the ability to invest and respond to exigencies. At current expenditure levels this implies a target of £2.8m. Free reserves of £1.37m (Net assets minus fixed assets and designated funds) currently represent 1.5 months’ operating expenditure.

The gap between current free reserves and the policy target is to some extent mitigated by the fact that the Charity’s largest local authority and NHS contracts pay automatically on a regular monthly payment system.

With 96% of income coming from local authority and NHS contracts, there is a good level of security in the continuation of service provision. The surplus for the current financial year has increased net assets by £227k to £2.5m and free reserves stand at £1.37m. Liquidity is being maintained with a strong focus on debt management and cash balance at 31/3/23 was £1.6m.

However, the prices currently set by the local authorities for 2023-24 do not fully cover the cost of care being provided and the budget forecasts a deficit. This has been brought to the attention of all funding bodies and negotiations are underway to increase prices while also seeking efficiencies by clarifying definitions of care and reducing costs where possible. To this end, strategic partnership meetings have been set up with our largest funder. During this period of transition, steps are being taken to better utilise net assets to support liquidity requirements.

It is anticipated that the current negotiations with funders will result in a more realistic pricing and delivery of specialist autism care in 2023-24 and beyond. In parallel, we also anticipate expanding complex care services with viable pricing from the NHS based on the success of an initial contract.

Based on the Charity’s net assets, free reserves and cash balance as well as the all the actions underway to mitigate the budgeted deficit, the Board continues to adopt the going

concern basis in preparing the accounts and financial statements.

**Shān Nicholas**  
CEO Interim  
  
**Arcott Mahesh**  
Chief Finance Officer

# Board of Trustees and Their Interests

**John Finney** is CEO and Founder of one of the fastest growing satellite companies in the UK, based in Reading. He has held executive roles in the telecommunications and satellite industry. John’s youngest son is diagnosed with autism.

**Lisa Basford** runs Good Endeavours, a freelance business consultancy supporting businesses and charities to deliver social impact. Previously, she held senior Corporate Social Responsibility roles in global corporations and is a Fellow of the Institute of Corporate Responsibility & Sustainability. Lisa has a son and a daughter who has ASD.

**Steve Bastiman-Davies** helped found a global leadership and mentoring firm and has over 20 years’ experience in guiding organisations, including the NHS, police and local government through change and improvement.

**Dr Steven Carnaby** Consultant Clinical Psychologist and Service Development Consultant with over 25 years’ experience working with people with learning disabilities and/or autism spectrum conditions. In addition to independent consultancy, Dr Carnaby has an honorary post at the Tizard Centre.

**David Swann** (Treasurer) Formerly treasurer of BAT plc, Past President of the Association of Corporate Treasurers and sits on the board of a regional housing association.

**Mark Glinwood** As an experienced HR executive holding a Masters degree in Human Resource Management, Mark combines a powerful mix of commercial, technical and people skills that have enabled him to deliver outcomes that add true value to the organisations with whom he has worked.

**Bella Ikpasaja** Bella is a Corporate Culture Consultant, collaborating with HR, D&I and the C-Suite to build inclusive, safe and healthy workplaces. In 2018, Bella gained a Masters’ Certificate in Corporate Governance and International Business Ethics, w/ International HR Management – partly inspired by a career spanning the Creative industry, Built Environment, Financial Services, and Local Government.

Bella spent nearly three years at the Suzy Lamplugh Trust – a world-leading expert on personal safety (occupational and public). At the Trust, Bella developed the Consultancy practice; advised on, and designed employee-led policies for clients including BNP Paribas, Network Rail, FareShare, and NHS Trusts.

An advocate for the UN SDGs, Bella’s core areas of impact are Gender Equality, Decent Work, and Reduced Inequalities.

Her clients and collaborators include the British Film Institute, Suzy Lamplugh Trust, and the Global Equality Collective. Bella is an Affiliate Member of the Chartered Institute of Personnel & Development (CIPD).

# Statement of Trustees’ Responsibilities

The Trustees, who are also directors of Autism at Kingwood for the purposes of company law, are responsible for preparing the Trustees’ Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Trust and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and 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, and
- prepare the financial statements on the going

concern basis unless it is inappropriate to presume that the Charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company’s auditors are unaware, and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company’s website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

# Public Benefit

The Trustees have referred to the guidance by the Charity Commission when establishing the strategic objectives and Business Plan. All our charitable activities are centred around meeting the needs of autistic people and this report has provided an overview of just some of the ways people have benefited from the services we have provided.

# Statement as to Disclosure to our Auditors

In so far as the Trustees are aware at the time of approving our Trustees report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the company’s auditor is unaware, and
- each Trustee has taken all the steps that they ought to have taken as a Director, in order to make themselves aware of any relevant audit information and to establish that the company’s auditors are aware of that information.

# Financial Statements

The financial statements comply with the Charities Act 2011, The Companies Act 2006, The memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

# Auditors

The auditors, Edwin Smith, are deemed reappointed under section 487(2) of the Companies Act 2006.

This report has been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities (FRS102) and in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

On behalf of the Board of Trustees.

**Davd Swan**  
Treasurer

21 September 2023

# Independent Auditors Report

## As at 31 March 2023

**Opinion**

We have audited the financial statements of Autism at Kingwood (the “Charity”) for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 Charity’s affairs as at 31 March 2023 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC’s Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the Trustee 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 Charity’s ability to continue as a going concern for a period of at least 12 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. 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.

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

We have nothing to report in this regard.

# Independent Auditors Report (continued)

## As at 31 March 2023

### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- we have not obtained all the information and explanations necessary for the purposes of our audit;
- the directors were not entitled to take advantage of the small companies exemption from the requirement to prepare a strategic report.

### Responsibilities of the Trustees

As explained more fully in the Trustees' responsibilities statement (set out on page 21), the Trustees 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 they 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 Charity'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 Charity or to cease operations, or have no realistic alternative but to do so.

### Our responsibilities for the audit of the financial statements

The Trustees have elected for the financial statements to be audited in accordance with the Charities Act 2011 rather than the Companies Act 2006. Accordingly, we have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the regulations made under section 154 of the Act.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

### Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and

# Independent Auditors Report (continued)

## As at 31 March 2023

implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

Our approach was as follows:

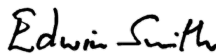
- We obtained an understanding of the legal and regulatory requirements applicable to the Charity and considered that the most significant are the Companies Act 2006, the Charities Act 2011, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.
- We obtained an understanding of how the Charity complies with these requirements by making enquiries with management and those charged with governance. We corroborated our enquiries through our review of the Trustees' meeting minutes.
- We assessed the susceptibility of the financial statements to material misstatement, including how fraud might occur by considering the key risks impacting the financial statements and documenting the controls that the Charity has established to address risks identified, or that otherwise seek to prevent, deter or detect fraud. In our assessment we considered the risk of management override. Our audit procedures included testing manual journals, including segregation of duties.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

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/auditors-responsibilities](http://www.frc.org.uk/auditors-responsibilities). This description forms part of our auditor's report.

### Use of our report

This report is made solely to the Charity's Trustees, as a body, in accordance with section 144 of the Charities Act 2011 and the regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the Charity's Trustees 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 Charity's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Edwin Smith  
Chartered Accountants  
Statutory Auditor  
32 Queens Road  
Reading  
RG1 4AU



13 October 2023

Edwin Smith is eligible to act as auditor in terms of section 1212 of the Companies Act 2006.

# Statement of Financial Activities

## As at 31 March 2023

|                                                                         |       | Unrestricted Funds | Designated Funds | Restricted Funds | Total Funds 2023  | Total Funds 2022  |
|-------------------------------------------------------------------------|-------|--------------------|------------------|------------------|-------------------|-------------------|
|                                                                         | Notes | £                  | £                | £                | £                 | £                 |
| <b>Income:</b>                                                          |       |                    |                  |                  |                   |                   |
| Donations                                                               | 2     | 362,034            | -                | 13,000           | 375,034           | 41,739            |
| Investment Income                                                       | 3     | 4,600              | -                | -                | 4,600             | 1,332             |
|                                                                         |       | 366,634            | -                | 13,000           | 379,634           | 43,071            |
| Income from charitable activities                                       | 4     | 10,503,471         | -                | -                | 10,503,471        | 9,890,570         |
| Other income                                                            | 5     | 8,511              | -                | -                | 8,511             | 125,929           |
| <b>Total income</b>                                                     |       | <b>10,878,616</b>  | <b>-</b>         | <b>13,000</b>    | <b>10,891,616</b> | <b>10,059,570</b> |
| <b>Expenditure:</b>                                                     | 6     |                    |                  |                  |                   |                   |
| <b>Costs of raising funds</b>                                           |       |                    |                  |                  |                   |                   |
| Donations                                                               |       | 45,819             | -                | -                | 45,819            | 5,622             |
| <b>Charitable activities</b>                                            |       |                    |                  |                  |                   |                   |
| Domiciliary, residential care and welfare costs                         |       | 9,786,446          | -                | 26,187           | 9,812,633         | 8,983,123         |
| Support costs and charitable projects                                   |       | 732,643            | 22,383           | 9,088            | 764,114           | 812,992           |
| Governance costs                                                        |       | 42,292             | -                | -                | 42,292            | 24,805            |
| <b>Total expenditure</b>                                                |       | <b>10,607,200</b>  | <b>22,383</b>    | <b>35,275</b>    | <b>10,664,858</b> | <b>9,826,542</b>  |
| <b>Net income/(expenditure) before transfers</b>                        |       | <b>271,416</b>     | <b>(22,383)</b>  | <b>(22,275)</b>  | <b>226,758</b>    | <b>233,028</b>    |
| Transfers between funds                                                 | 16    | -                  | -                | -                | -                 | -                 |
| <b>Net income/(expenditure) for the year/<br/>Net movement in funds</b> |       | <b>271,416</b>     | <b>(22,383)</b>  | <b>(22,275)</b>  | <b>226,758</b>    | <b>233,028</b>    |
| Fund balances at 1 April 2022                                           |       | 2,021,417          | 65,185           | 243,332          | 2,329,934         | 2,096,906         |
| <b>Fund balances at 31 March 2023</b>                                   |       | <b>2,292,833</b>   | <b>42,802</b>    | <b>221,057</b>   | <b>2,556,692</b>  | <b>2,329,934</b>  |

The statement of financial activities complies with the requirements for an income and expenditure account under the Companies Act 2006 and includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

# Balance Sheet

## As at 31 March 2023

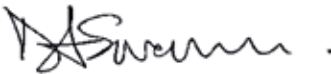
|                                                       | Notes | £           | 2023 £           | £           | 2022 £           |
|-------------------------------------------------------|-------|-------------|------------------|-------------|------------------|
| <b>Fixed assets</b>                                   |       |             |                  |             |                  |
| Tangible assets                                       | 9     |             | 1,139,128        |             | 1,176,842        |
| <b>Current assets</b>                                 |       |             |                  |             |                  |
| Debtors                                               | 10    | 1,166,482   |                  | 1,298,143   |                  |
| Cash at bank and in hand                              |       | 1,597,327   |                  | 1,221,420   |                  |
|                                                       |       | 2,763,809   |                  | 2,519,563   |                  |
| <b>Creditors: Amounts falling due within one year</b> | 11    | (1,346,245) |                  | (1,341,471) |                  |
| <b>Net current assets/(liabilities)</b>               |       |             | 1,417,564        |             | 1,178,092        |
| <b>Creditors: Amounts falling due after one year</b>  | 11    |             | -                |             | (25,000)         |
| <b>Total assets less current liabilities</b>          |       |             | <b>2,556,692</b> |             | <b>2,329,934</b> |
| <b>Income funds of the Charity</b>                    |       |             |                  |             |                  |
| Restricted funds                                      | 14    |             | 221,057          |             | 243,332          |
| Unrestricted funds:                                   |       |             |                  |             |                  |
| Designated funds                                      | 15    |             | 42,802           |             | 65,185           |
| Other charitable funds                                |       |             | 2,292,833        |             | 2,021,417        |
|                                                       |       |             | <b>2,556,692</b> |             | <b>2,329,934</b> |

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2023, although an audit has been carried out under section 144 of the Charities Act 2011. No member of the company has deposited a notice, pursuant to section 476 requiring an audit of these accounts under the requirements of the Companies Act 2006.

The directors acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

These financial statements have been prepared in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006.

The accounts were approved by the Board on 27 September 2023.



Trustee D. Swann (Treasurer)

Company Registration No. 02980543

# Statement of Cash Flows

## As at 31 March 2023

|                                                                                               | Notes | 2023<br>£        | 2022<br>£        |
|-----------------------------------------------------------------------------------------------|-------|------------------|------------------|
| <b>Cash flows from operating activities:</b>                                                  |       |                  |                  |
| Net cash provided by (used in) operating activities                                           |       | 410,981          | 356,304          |
| <b>Cash flows from investing activities:</b>                                                  |       |                  |                  |
| Interest from investments                                                                     |       | 4,600            | 1,332            |
| Purchase of tangible fixed assets                                                             |       | (14,674)         | (12,739)         |
| <b>Net cash provided by investing activities</b>                                              |       | <b>400,907</b>   | <b>344,897</b>   |
| <b>Cash flows from financing activities:</b>                                                  |       |                  |                  |
| Repayments of borrowing                                                                       |       | (25,000)         | (175,000)        |
| Cash inflows from new borrowing                                                               |       | -                | -                |
| <b>Cash used in financing activities</b>                                                      |       | <b>(25,000)</b>  | <b>(175,000)</b> |
| Change in cash and cash equivalents in the year                                               |       | 375,907          | 169,897          |
| Cash and equivalents at the beginning of the year                                             |       | 1,221,420        | 1,051,523        |
| <b>Cash and cash equivalents at the end of the year</b>                                       |       | <b>1,597,327</b> | <b>1,221,420</b> |
| <b>Net income/expenditure for the year<br/>(as per the statement of financial activities)</b> |       |                  |                  |
|                                                                                               |       | 226,758          | 233,028          |
| Adjustments for:                                                                              |       |                  |                  |
| Depreciation charges                                                                          |       | 52,388           | 60,556           |
| Interest and from investments                                                                 |       | (4,600)          | (1,332)          |
| Loss/profit on the sale of fixed assets                                                       |       | -                | -                |
| (Increase)/decrease in debtors                                                                |       | 131,661          | (629,014)        |
| Increase/(decrease) in creditors                                                              |       | 4,774            | 693,066          |
| <b>Net cash provided from (used in) operating activities</b>                                  |       | <b>410,981</b>   | <b>356,304</b>   |
| <b>Analysis of cash and equivalents</b>                                                       |       |                  |                  |
| Cash in hand                                                                                  | 17    | 1,597,327        | 1,221,420        |
| <b>Total</b>                                                                                  |       | <b>1,597,327</b> | <b>1,221,420</b> |

# Notes to the Financial Statements

## As at 31 March 2023

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. ACCOUNTING POLICIES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Basis of preparation</b><br>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 Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102) (effective January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.                                                                                                                                                                                                                                                                                                                                  |
| Autism at Kingwood (AaK) meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Preparation of the accounts on a going concern basis</b><br>At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future based on the strategies being implemented below.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| The uncertainty faced by the Charity is that the prices currently set for 2023-24 does not fully cover the costs of care being provided. This shortfall has been brought to the attention of all funding bodies – local authorities and NHS Integrated Care Boards and negotiations are underway to both increase prices as well as clarify definitions of care provision with a view to seek cost reduction while improving outcomes for service users. As a result, some funding bodies have begun to propose higher prices. In particular, Oxfordshire County Council, AaK’s largest funder, has set up a series of strategic partnership meetings to seek ways to arrive at service definitions, pricing and other areas of support to enable AaK to become a financially sustainable strategic partner delivering specialist autism care. |
| During this period of transition, steps are being taken to utilize net assets as efficiently as possible to support cash flow requirements. It is anticipated that the current negotiations with funders will mark a turning point in the pricing and delivery of specialist autism care not only for 2023-24 but also be the basis for future alignment of prices with the costs of care delivery.                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Fund Accounting</b><br>General funds are unrestricted funds, available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Restricted funds are subjected to restrictions on their expenditure imposed by the donor or which have been raised by the Charity for particular purposes. The aim and use of each restricted fund is set out in the notes to the financial statements.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Designated funds are unrestricted funds set aside for specific purposes at the discretion of the Trustees.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Income</b><br>Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Income from donations or grants is recognised when there is evidence that there is entitlement to the gift, receipt is probable, and its amount can be measured reliably. Gifts in kind are taken into account on a prudent assessment of their fair value. Government grants are recognised immediately in income except for CJRS grants which are recognised in income in the period to which they become receivable.                                                                                                                                                                                                                                                                                                                                                                                                                        |
| All other income (including income received under deeds of covenant) is recognised on a receivable basis. All income is related to the continuing activities of the Charity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Deferred income comprises domiciliary, residential care and welfare income which relates to future accounting periods.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

# Notes to the Financial Statements (continued)

## As at 31 March 2023

### 1. ACCOUNTING POLICIES (CONTINUED)

#### Expenditure

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

Expenses are allocated to activities in the Statement of Financial Activities where the expenses relate directly to those activities. Support costs constitute the costs of supporting the other activities of the company and include the staff costs of the central administrative staff.

Governance costs are the costs incurred in maintaining the company as a separate legal entity. This includes the cost of servicing Trustee's meetings.

#### Tangible Fixed assets

Tangible fixed assets other than freehold land are stated at costs less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

|                                  |                          |
|----------------------------------|--------------------------|
| Freehold land is not depreciated |                          |
| Freehold buildings               | 50 years straight line   |
| Freehold improvements            | 10 years straight line   |
| Leasehold improvements           | over period of the lease |
| Equipment and motor vehicles     | 3 years straight line    |
| Holiday home                     | 10 years straight line   |

Tangible fixed assets costing in excess of £300 are capitalised.

The carrying values of tangible fixed assets are reviewed for impairment periodically if events or changes in circumstances indicate the carrying values may not be recoverable.

#### Leasing and hire purchase commitments

Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight line basis over the lease term.

#### Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any trade discounts due.

#### Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments held on deposit accounts.

#### Creditors and provisions

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

#### Financial instruments

The trust only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

# Notes to the Financial Statements (continued)

## As at 31 March 2023

### 1. ACCOUNTING POLICIES (CONTINUED)

#### Pensions

Autism at Kingwood operates a defined contribution scheme under auto enrolment regulations for its employees. Contributions payable to the scheme are charged to the statement of financial activities in the period to which they relate. The assets of the scheme are held separately from the Charity in an independently administered fund.

Autism at Kingwood also operates a group personal pension scheme which is a defined contribution scheme. All contributions are charged to the Statement of Financial Activities as incurred.

#### Judgements and Key Sources of Estimations

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed reasonable under the circumstances.

There are no significant areas of judgment or key estimates that have a significant risk of causing a material adjustment to items in the financial statements.

Specifically, with regard to debtors over 90 days most of which relates to invoices for outreach services for West Berkshire, Reading and Oxfordshire Councils, a detailed analysis of the services provided is being presented to customers with a view to collect payment. The non-payment in the first instance arises due to Council payment departments not having the correct information on the support packages and rates from the commissioning and social worker teams as well as slight differences in dates and changes.

### 2. DONATIONS

|                     | Unrestricted | Restricted | Total Funds 2023 | Total Funds 2022 |
|---------------------|--------------|------------|------------------|------------------|
|                     | £            | £          | £                | £                |
| Donations and gifts | 362,034      | 13,000     | 375,034          | 41,739           |

### 3. INVESTMENT INCOME

|                     | 2023  | 2022  |
|---------------------|-------|-------|
|                     | £     | £     |
| Interest receivable | 4,600 | 1,332 |

### 4. INCOME FROM CHARITABLE ACTIVITIES

|                                           | 2023       | 2022      |
|-------------------------------------------|------------|-----------|
|                                           | £          | £         |
| Domiciliary, residential care and welfare | 10,503,471 | 9,890,570 |

### 5. OTHER INCOME

|              | 2023  | 2022    |
|--------------|-------|---------|
|              | £     | £       |
| Other income | 8,511 | 125,929 |

# Notes to the Financial Statements (continued)

## As at 31 March 2023

### 6. EXPENDITURE

|                                                        | Staff costs | Depreciation and impairment | Other costs | Total 2023 | Total 2022 |
|--------------------------------------------------------|-------------|-----------------------------|-------------|------------|------------|
|                                                        | £           | £                           | £           | £          | £          |
| <b>Costs of raising funds</b>                          |             |                             |             |            |            |
| Costs of generating donations and legacies             | 25,427      | -                           | 20,392      | 45,819     | 5,622      |
| <b>Charitable activities</b>                           |             |                             |             |            |            |
| <b>Domiciliary, residential care and welfare costs</b> |             |                             |             |            |            |
| Activities undertaken directly                         | 9,343,435   | 52,388                      | 416,810     | 9,812,633  | 8,983,123  |
| <b>Support costs and charitable projects</b>           |             |                             |             |            |            |
| Costs of supporting the direct activities and projects | 454,507     | -                           | 309,607     | 764,114    | 812,992    |
| <b>Governance costs</b>                                | 33,690      | -                           | 8,602       | 42,292     | 24,805     |
|                                                        | 9,831,632   | 52,388                      | 735,019     | 10,619,039 | 9,820,920  |
|                                                        | 9,857,059   | 52,388                      | 755,411     | 10,664,858 | 9,826,542  |

Governance costs includes payments to the auditors of £7,600 (2022: £6,900) for audit fees, and £1,102 (2022: £nil) for meeting expenses between Trustees, staff, parents and families of those supported.

Included within support costs and charitable projects is expenditure on designated fund projects of £22,383 (2022: £36,599), expenditure on restricted fund projects of £13,393 (2022- £13,393) and rental of premises, including associated premises costs, of £127,623 (2022: £123,625).

### 7. TRUSTEES AND RELATED PARTY TRANSACTIONS

During the year and last year no Trustees were reimbursed for travelling and other reimbursable expenses.

The Trustee Dr. Carnaby was paid £nil (2022: £150) in respect of mentoring services for an employee of the Charity which the other Trustees consider reasonable for the services provided and in the best interests of the Charity.

There were no other payments made to Trustees during the year or related party transactions.

# Notes to the Financial Statements (continued)

## As at 31 March 2023

### 8. EMPLOYEES

#### Number of employees

The average monthly number of employees during the year was:

|                                           | 2023 Number | 2022 Number |
|-------------------------------------------|-------------|-------------|
| Domiciliary, residential care and welfare | 226         | 223         |
| Administrative staff                      | 32          | 27          |
|                                           | 258         | 250         |

#### Employment Costs

|                       | 2023 £    | 2022 £    |
|-----------------------|-----------|-----------|
| Wages and salaries    | 9,249,875 | 8,315,905 |
| Social security costs | 500,462   | 439,703   |
| Other pension costs   | 106,723   | 103,930   |
|                       | 9,857,060 | 8,859,538 |

Wages and salaries includes agency welfare costs of £3,498,981 for (2022: £2,867,057) and agency support costs £338,271 (2022: £111,101).

The number of employees whose annual emoluments were £60,000 or more:

|                     | 2023 Number | 2022 Number |
|---------------------|-------------|-------------|
| £100,001 - £110,000 | -           | 1           |
| £90,001 - £100,000  | 1           | -           |
| £60,001 - £70,000   | 1           | 1           |

The Trustees were not paid and did not receive any benefits from employment with the Charity in the year (2022: £nil).

The key management personnel of the Charity comprise the Trustees, the Chief Executive Officer, Chief Operating Officer, Interim Director of Quality and Improvement, Chief Financial Officer and Head of HR. The total employee benefits of the key management personnel of the Trust were £377,859 (2022: £287,202).

In November 2022, a new interim CEO was appointed who was paid via an agency with costs totalling £98,590.

# Notes to the Financial Statements (continued)

## As at 31 March 2023

### 9. TANGIBLE FIXED ASSETS

|                     | Freehold property | Freehold improvements | Leasehold improvements | Equipment and motor vehicles | Holiday Home | Total     |
|---------------------|-------------------|-----------------------|------------------------|------------------------------|--------------|-----------|
|                     | £                 | £                     | £                      | £                            | £            | £         |
| Cost                |                   |                       |                        |                              |              |           |
| At 1 April 2022     | 1,789,185         | 53,072                | 87,869                 | 342,973                      | 37,808       | 2,310,907 |
| Additions           | -                 | -                     | -                      | 14,674                       | -            | 14,674    |
| Disposals           | -                 | -                     | -                      | -                            | -            | -         |
| At 31 March 2023    | 1,789,185         | 53,072                | 87,869                 | 357,647                      | 37,808       | 2,325,581 |
| Depreciation        |                   |                       |                        |                              |              |           |
| At 1 April 2022     | 687,116           | 44,149                | 76,514                 | 322,663                      | 3,623        | 1,134,065 |
| On disposals        | -                 | -                     | -                      | -                            | -            | -         |
| Charge for the year | 24,000            | 1,871                 | 6,493                  | 16,244                       | 3,780        | 52,388    |
| Impairment          | -                 | -                     | -                      | -                            | -            | -         |
| At 31 March 2023    | 711,116           | 46,020                | 83,007                 | 338,907                      | 7,403        | 1,186,453 |
| Net book value      |                   |                       |                        |                              |              |           |
| At 31 March 2023    | 1,078,069         | 7,052                 | 4,862                  | 18,740                       | 30,405       | 1,139,128 |
| At 31 March 2022    | 1,102,069         | 8,923                 | 11,355                 | 20,310                       | 34,185       | 1,176,842 |

In 2013 an impairment review was carried out on the Property 45, Cressingham Road valued at £1,300,000 and an impairment loss was incurred of £392,401 which is included in accumulated freehold property depreciation. A further review was carried out this year and no change was considered necessary.

### 10. DEBTORS

|                                | 2023<br>£        | 2022<br>£        |
|--------------------------------|------------------|------------------|
| Trade debtors                  | 949,067          | 1,175,930        |
| Other debtors                  | 13,170           | 11,625           |
| Prepayments and accrued income | 204,245          | 110,588          |
|                                | <u>1,166,482</u> | <u>1,298,143</u> |

# Notes to the Financial Statements (continued)

## As at 31 March 2023

### 11. CREDITORS

| Amounts falling due within one year | 2023<br>£        | 2022<br>£        |
|-------------------------------------|------------------|------------------|
| Bank loan                           | 25,000           | 50,000           |
| Trade creditors                     | 451,951          | 393,002          |
| Taxes and social security costs     | 118,188          | 119,667          |
| Other creditors                     | 36,062           | 39,338           |
| Accruals                            | 633,209          | 520,250          |
| Deferred income                     | 81,835           | 219,214          |
|                                     | <u>1,346,245</u> | <u>1,341,471</u> |

Deferred Income – The amount of deferred income brought forward at 1 April 2022 released to income earned from charitable activities amounts to £137,379 (2022: £55,568).

### Amounts falling due after one year

|           | 2023<br>£ | 2022<br>£ |
|-----------|-----------|-----------|
| Bank loan | -         | 25,000    |

### 12. PENSION COSTS

#### Defined Contribution

|                                    | 2023<br>£ | 2022<br>£ |
|------------------------------------|-----------|-----------|
| Contributions payable for the year | 106,723   | 103,930   |

### 13. SHARE CAPITAL

Autism at Kingwood, a registered charity, is a company limited by guarantee, not having any share capital. In the event of a winding up, each member may be required to contribute an amount not exceeding £1 towards the settlement of the company's liabilities.

# Notes to the Financial Statements (continued)

## As at 31 March 2023

### 14. RESTRICTED FUNDS

The income funds of the Charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

| 2023                          | Movement in funds                  |             |                  |                |                                     |
|-------------------------------|------------------------------------|-------------|------------------|----------------|-------------------------------------|
|                               | Balance at<br>1 April<br>2022<br>£ | Income<br>£ | Expenditure<br>£ | Transfers<br>£ | Balance at<br>31 March<br>2023<br>£ |
| Kingwood College              | 227,244                            | -           | (6,187)          | -              | 221,057                             |
| Gardening Coordinator         | 14,000                             | -           | (14,000)         | -              | -                                   |
| Cressingham Road Improvements | 2,088                              | -           | (2,088)          | -              | -                                   |
| The Will Charitable Trust     | -                                  | 7,000       | (7,000)          | -              | -                                   |
| Ground Work London            | -                                  | 6,000       | (6,000)          | -              | -                                   |
|                               | 243,332                            | 13,000      | (35,275)         | -              | 221,057                             |

| 2022                          | Movement in funds                  |             |                  |                |                                     |
|-------------------------------|------------------------------------|-------------|------------------|----------------|-------------------------------------|
|                               | Balance at<br>1 April<br>2021<br>£ | Income<br>£ | Expenditure<br>£ | Transfers<br>£ | Balance at<br>31 March<br>2022<br>£ |
| Kingwood College              | 232,787                            | -           | (5,543)          | -              | 227,244                             |
| Sensory rooms                 | 500                                | -           | -                | (500)          | -                                   |
| Kennel Club for Dogs          | 9,254                              | 9,300       | (9,300)          | (9,254)        | -                                   |
| Gardening Coordinator         | 28,000                             | 14,000      | (14,000)         | (14,000)       | 14,000                              |
| Holiday home                  | 2,963                              | 2,100       | (9,932)          | 4,869          | -                                   |
| Cressingham Road Improvements | -                                  | 2,088       | -                | -              | 2,088                               |
| Other                         | 932                                | 2,435       | (3,367)          | -              | -                                   |
|                               | 274,436                            | 29,923      | (42,142)         | (18,885)       | 243,332                             |

# Notes to the Financial Statements (continued)

## As at 31 March 2023

### 14. RESTRICTED FUNDS (CONTINUED)

**Kingwood College**  
Kingwood College is now providing life skills training and educational programs to a small group of people aged between 18-25.

Resources expended relates to depreciation of Kingwood College property. The balance will be reduced as property is depreciated.

**Gardening Coordinator**  
Funding received to include grant from the Sobell Foundation as part of a three year grant to employ a gardening coordinator who will work with PWS at Henley Allotments. A donation was also made by Groundwork London in the year (as noted above) towards these costs.

**Cressingham Road Improvements**  
Funding was brought forward from last year and a further donation was received in year from The Will Charitable Trust for repairs and improvements to be carried out to Kingwood College.

### 15. DESIGNATED FUNDS

| 2022             | Movement in funds                  |                            |                            |                                   |                                     |
|------------------|------------------------------------|----------------------------|----------------------------|-----------------------------------|-------------------------------------|
|                  | Balance at<br>1 April<br>2022<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Transfer<br>between<br>funds<br>£ | Balance at<br>31 March<br>2023<br>£ |
| Development fund | 65,185                             | -                          | (22,383)                   | -                                 | 42,802                              |
|                  | 65,185                             | -                          | (22,383)                   | -                                 | 42,802                              |

| 2021             | Movement in funds                  |                            |                            |                                   |                                     |
|------------------|------------------------------------|----------------------------|----------------------------|-----------------------------------|-------------------------------------|
|                  | Balance at<br>1 April<br>2021<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Transfer<br>between<br>funds<br>£ | Balance at<br>31 March<br>2022<br>£ |
| Development fund | 78,578                             | -                          | (13,393)                   | -                                 | 65,185                              |
|                  | 78,578                             | -                          | (13,393)                   | -                                 | 65,185                              |

**Development fund**  
Funds set aside by the Trustees for projects including strengthening autism experience, identifying and undertaking research and accessing activities in the community.

# Notes to the Financial Statements (continued)

## As at 31 March 2023

16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Fund balances at 31 March 2023 are represented by:

|                                                | Unrestricted funds<br>£ | Designated funds<br>£ | Restricted funds<br>£ | Total<br>£  |
|------------------------------------------------|-------------------------|-----------------------|-----------------------|-------------|
| Tangible fixed assets                          | 918,071                 | -                     | 221,057               | 1,139,128   |
| Current assets                                 | 2,721,007               | 42,802                | -                     | 2,763,809   |
| Creditors: amounts falling due within one year | (1,346,245)             | -                     | -                     | (1,346,245) |
| Creditors: amounts falling due after one year  | -                       | -                     | -                     | -           |
|                                                | 2,292,833               | 42,802                | 221,057               | 2,556,692   |

17. ANALYSIS OF CHANGES IN NET DEBT

|                                            | Balance at<br>1 April<br>2022<br>£ | Cash-flows<br>£ | Balance at<br>31 March<br>2023<br>£ |
|--------------------------------------------|------------------------------------|-----------------|-------------------------------------|
| Cash                                       | 1,221,420                          | 375,907         | 1,597,327                           |
| Loans falling due within one year          | (50,000)                           | 25,000          | (25,000)                            |
| Loans falling due after more than one year | (25,000)                           | 25,000          | -                                   |
|                                            | (75,000)                           | 50,000          | (25,000)                            |
| Total                                      | 1,146,420                          | 425,907         | 1,572,327                           |

18. COMMITMENTS UNDER OPERATING LEASES

At 31 March 2023 the company had a total of future minimum lease payments under non-cancellable operating leases for each of the following periods:

|                                                   | Land and buildings |           |
|---------------------------------------------------|--------------------|-----------|
|                                                   | 2023<br>£          | 2022<br>£ |
| Expiry date:                                      |                    |           |
| Not later than one year                           | 80,483             | 106,450   |
| Later than one year and not later than five years | 5,750              | 63,650    |
|                                                   | 86,233             | 170,100   |

### Autism at Kingwood

2 Chalfont Court  
Chalfont Close  
Lower Earley  
Reading  
RG6 5SY

0118 931 0143  
info@kingwood.org.uk  
www.kingwood.org.uk

Autism at Kingwood is a UK registered charity,  
managed by a highly skilled Senior Leadership  
Team and led by a Board of Trustees

Charity No.1041924  
Autism at Kingwood is a company limited by  
guarantee. Registered in England No. 2980543



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# Accounts

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# **Autism at Kingwood**

## Annual Report and Accounts 2021-2022

*Embracing  
Autism*



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# About Autism at Kingwood

**Dame Stephanie Shirley founded Autism at Kingwood in 1994 to support her autistic son Giles. Dame Stephanie removed Giles from a psychiatric hospital, where he had been kept for 11 years, and into a regular house, where he was supported by caring people who, for the first time in his life, enabled him to make his own choices about his life.**



Now a leading charity and specialist autism social care provider, we support autistic adults and people with Asperger Syndrome across Oxfordshire, Berkshire, Hampshire and Wiltshire. Autism at Kingwood is a person-centred organisation, providing the full range of supported living for autistic people; some will have complex needs and need 24/7 support, while others receive ‘outreach’ support to help them live more independently and provide practical help with shopping or appointments, for example.

Autism at Kingwood delivers an excellent service to autistic adults, and we support their families and our staff along the way. We invest in specialist training that makes the charity an expert in its field.

A crucial element to the work

**During the year, we supported 160 people, an increase of 20 from last year.**

**During the year, we were pleased to take on two supported living homes in Oxfordshire, and provide support for nine people.**

we do is to support people who have been ‘stuck’ in inappropriate in-patient settings – some for many years – and enabling them to live in the community in a way that they desire. Being autistic should never mean being locked-up for years and we are working with local authorities to provide solutions to this distressing scenario.

Additionally, Autism at Kingwood employs two psychologists who provide one-to-one support.



The charity also delivers the Oxfordshire Adult Autism Diagnosis Support Service (OAADSS) on behalf of Oxford Health. OAADSS delivers

autism diagnosis and post-diagnostic support – either on a one-to-one basis or through workshops.

To help enhance the lives of those we support, the charity provides a range of meaningful and developmental activities, including a work project, horticultural therapy, a weekly social club, organised days out and much-loved parties! We successfully fundraised in 2021 for a holiday home, available for the people we support, their families and our hard-working staff.

**The year saw a significant increase of 838 referrals for OAADSS.**

Autism at Kingwood has an excellent reputation in both the autism and social care sectors for, as Dame Stephanie says: ‘providing creative solutions for complex situations and importantly, for persevering when other services have failed’.

# From the Chair and Chief Executive

**This review is dedicated to our support staff, and we have several features in this Annual Review, which provide a flavour of their resilience, commitment and kindness to the autistic people we support.**

Last year, we wrote that it was possibly the most challenging of years for social care. But that was before 2022 arrived.

The impact of losing valued, skilled staff through Brexit, Covid, the woeful under-funding of social care and the cost-of-living crises has been well documented as the 'perfect storm' in social care.

While many providers have had no alternative but to hand back services, or even shut down, prudent and lean management at Autism at Kingwood has prevented any losses or compromises to the quality of service we provide. Indeed, we took on two new services this year, providing supported living to nine people. However, like other providers, staff recruitment, retention and turnaround have been challenging and the bottom line is that we can't pay them what they deserve.

Last year, we initiated the **#BetterPay4SocialCare** campaign, bringing together 27 social care organisations which represented over 400 adult social care providers. Local authorities continue to underfund, while we continue for negotiate for realistic remuneration for the specialist service we provide.

We are indebted to our frontline workers, who demonstrated compassion and loyalty during the most challenging of times over the last two years of the pandemic. Some support workers moved away from their families, and many cancelled leave to maintain consistency for our beneficiaries and minimise the traumatic effects of lockdown.

These challenges didn't deter us from launching our **Transforming Lives** service, supporting autistic people out of inappropriate long-term in-patient care and into the community. This is incredibly important work, which we feature in this review.

We have been committed to enabling people we support to participate in activities and opportunities, especially as lockdown was lifted. A grant from the European Social Fund has enabled us to deliver a **Work Programme**, alongside the horticultural therapy and activities we provide.

At the end of the year, Kate Allen, our Chief Executive, left for pastures new. Kate, who had worked at Kingwood for 13 years and seven as our CE, was an inspirational leader, and we were very sorry to see her go.

We are delighted that our Chief Operating Officer, Estelle Christmas has taken on the role of Interim CEO while we find the right person for this pivotal and creative role.

## Our staff

We are immensely proud of our staff who have been the

backbone of our organisation throughout COVID, and who continue to work with us, as we face the staffing challenges in social care and cost of living crises in society.

During the pandemic, our staff really went the extra mile, ensuring strict policies and procedures were adhered to, keeping the people we support safe and well, and because of this level of diligence, Covid cases were low amongst the people we support.

We encouraged our staff to use a free, independent, and confidential wellbeing service that we subscribe to, enabling staff to make online doctor appointments at their convenience, and speak with well-being and finance professionals

We employ people for their caring values and provide comprehensive autism training that will enable support workers to be experts in their field. We deliver a Career Progression programme, enabling support workers to develop their skills and fast track to more senior positions, such as Support Team Coordinator, Support Manager or Area Manager.

We were delighted to welcome 51 new support workers to Autism at Kingwood during the year.

However, the cost of living crises has created a staffing crises in adult social care, with many talented staff being forced to exit the sector.



**John**

**John Finney**  
Chair



**Estelle**

**Estelle Christmas**  
Interim Chief Executive

## Our Frontline Staff

### Steve Painting

“ The last year has been difficult for all of us during this pandemic, but especially so for autistic people who are used to routines and rituals during their day-to-day lives. I decided to mark my 13 years with Autism at Kingwood by raising money for the people we support to have a get together later in the year when it safe to do so. I completed a sponsored 23 mile walked along the Ridgeway in Oxfordshire, raising £621, which was spent on a Kingwood Day in September – our first post-lockdown celebratory gathering.

Before I came to Kingwood I worked in a factory and was made redundant when it closed. My friend, who worked at Kingwood, suggested I apply to be a support worker. I was a bit reluctant at first, because I'd never done anything like care work before, but I went for it and I'm glad I did!

Obviously, it's a lot different from working in a factory - in a factory you finish at a certain time and then can go home. Here, I can find it quite difficult to switch off, because we're dealing with people and not machinery and I am responsible for the people that I'm working with. I did find it a bit of a challenge to begin with, but my colleagues were really supportive. This job is much more rewarding than factory work! At one point I did leave for a very

short period, but I came back! I thought the grass would be greener on the other side – but it wasn't. I went to another charity where I went from house to house, but it just wasn't for me because I like to spend more time with the people I care and support for, so I came back to Kingwood.

Every day is different at Kingwood. It's nice to see people I support smile when they are happy. It's nice to be able to support and help someone and come home thinking you have really made a difference to someone's day.

I remember one holiday I went on with a person we support. We abseiled together, the person I was supporting in a wheelchair, with me attached to him. He was a bit nervous, but we did it. The abseil was recorded, and whenever I went to support him, we would watch the DVD and it would make him smile and laugh.

The training at Kingwood is second to none – that's one reason why it's great to work here. And the other reason is, Kingwood staff have stood by me when I've had problems and difficulties, they've supported me and have been really understanding. If staff ever have any problems, they can talk to their manager and support team. Everybody's so supportive.

Steve



Fundraising has meant that I can give something back to the charity and I'm already planning another fundraiser! I used to do a lot of running when I was younger and I'm keen to do a marathon. I did the Oxford half marathon for Kingwood a few years back.

I enjoy working with Kingwood and I hope to carry on for another 13 years!

”

**Tracie, mum to Arthur: Steve has supported Arthur for 6 years and I cannot speak highly enough of him. He is an asset to Autism at Kingwood. He is always so reliable, kind and dedicated in his support of Art and so diligent to his every need. He is always smiling and has the most calm disposition, yet his strength of character shines through in supporting Art on every level.**

**He is ever mindful of Arthur's happiness and plans many outings within a structured routine. He also really cares about Arthur's physical health and helps to keep him active with lots of interesting walks. We feel so fortunate to have such a wonderful support worker and Arthur feels so safe and secure with Steve. He is truly worthy of recognition of his outstanding support.”**

**From Christian, Steve's manager: Steve works really hard and is very good with the guys. He's very resourceful and consistent. He's a great asset in outreach.**

# Transforming Lives

**Autism at Kingwood is committed to supporting autistic people in challenging situations and are experts in helping autistic people through transitions in their lives.**

In response to the Transforming Care Agenda, 'Homes not Hospitals', in February Autism at Kingwood launched a highly skilled, select workforce called the Transforming Lives Team, to address the long-term inappropriate inpatient care that too many autistic adults are being subjected to.

As of November 2021, the 'Assuring Transformation NHS Digital Data' indicated:

- In total there are still 2,085 autistic people and those with a learning disability in mental health hospitals
- 100 of these are thought to have been 'stuck' there for 20 years or more
- 1,235 of these people (59%) are autistic
- 185 of them are under the age of 18

As a specialist organisation, the support of autistic adults has always been top of our agenda. Following the Winterbourne scandal, which was 10 years ago, we have always had it in our sights that we want to do as much as we can to help

people either be discharged from inappropriate hospital settings or prevent the hospital admissions in the first place.

Autism at Kingwood has a very strong track record and reputation of being able to support people with complex needs to remain within their own homes successfully. Therefore, when Wiltshire Clinical Commissioning Groups (CCG) were looking for an organisation to help an autistic individual move out of inappropriate long term inpatient care, we were approached for our proven knowledge and skills to provide this vital support. This

**Barbara, mum to Kathy who is supported by the Transforming Lives team: "I cannot emphasise enough how much we admire the (Transforming Lives) team that have been working with Kathy.**

**They have shown such perseverance through some difficult and challenging times. They are so very committed to trying to help Kathy. During my last visit to Kathy, Jonathon showed such patience in dealing with her."**

was the catalyst for creating the Transforming Lives Team.

Over the last year, our team has successfully supported two autistic adults to transition out of inappropriate long term hospital care to their own homes and has been approached by CCGs to support two further individuals.

The successful transition of someone who is living in a long-term inpatient setting to living in the community, relies on a close partnership between the hospital setting, local providers, and organisations to provide multi-disciplinary, person-centred care.

Working with commissioners and professionals, we can provide that multi-disciplinary team which will truly reflect the needs and wishes of the person leaving hospital. Within Kingwood, the Transition Lives team is supported by our two psychologists, and we have professionals we can call on if needed. Wherever appropriate, we foster a partnership with families, advocates, and friends to gain the best outcome for the person who we are supporting.

It can be a long journey of transition, and the team will often unravel mental health trauma that being kept in an institution has created.



## Our Frontline Staff

### Milca

**Before Kingwood, Milca was a carer in the community. She supported older people, something she really enjoyed.**

“ I started with Kingwood in 2016 as a bank worker. I didn't know much about autism when I joined, and I didn't know what I was getting myself into. But I found that I really enjoyed supporting autistic adults; I found myself really empathising and putting myself in the shoes of those I supported, and I discovered that I shared Kingwood values – kindness, compassion, and service to humanity.

The first person I supported had just come into the organisation and hadn't had a successful time with his previous provider. He would tell us how he liked to be supported and with the good knowledge and training Kingwood provides staff, we were able to successfully support him. He said he wasn't understood by staff at his last provider but felt understood by Kingwood staff.

I really commend the training Kingwood run; it brings a picture of what to expect. It built me up with courage and confidence.

I have progressed to the role of manager at Kingwood and I have

grown in skills I didn't have. I have tapped into my potential. I like the trust Kingwood has placed on me. The staff I manage have their own challenges, so I have to be at my best mentally for them. I must be honest and truthful. I am growing to understand people more and their values, and I am learning every day. Sometimes the workload can be challenging, but I receive a lot of support from my area manager and from the organisation. They are reachable at any time if I want to speak with them. They are very understanding.

**Kingwood is authentic – I mean, the care it says it provides is the care it does provide.**

Kingwood is authentic – I mean, the care it says it provides is the care it does provide. The Kingwood values are held by everyone – everyone has the heart of Kingwood.

I always like talking to Lynn (Chief People Officer), who is very open and honest and really stands by her staff.

Social care is a very challenging industry, especially with the staffing crises in the industry. But it



encourages me how we handle this at Kingwood. It isn't easy, but the fact that we are still here and still recruiting, encourages me to know that we will get through this.

To see people we support, progress from when they start with us to find a home with us, helps me see the bigger picture of the difference we are making in the community.

We may not be recognised, or we may not be celebrities, but I know that little things we do – the act of love, the act of kindness – it means a lot to somebody who may not have a voice out there.

# Out of Lockdown!

We were pleased to finally meet again for a Fun Day and BBQ in the beautiful setting of Path Hill Outdoors, near Reading.



# Autism Excellence

## Great autism practice

We are incredibly proud of one of our supported living homes, known as Windrush which was shortlisted for the Learning Disabilities & Autism 'Great Autism Practice' award.

The home was set up for two women who were moving from a housing provider that they had been with for many years and the transition took place during the first peak of the Covid 19 pandemic. The Autism at Kingwood support team therefore had to act sensitively, but also in line with Covid-19 guidance to provide a relaxed and successful transition, ensuring the tenants really felt at home with their new support team.

The Windrush team worked closely alongside the previous housing provider, an



occupational therapist and the families of the women, to ensure the house had everything needed to make the transition as safe as possible and was adequately adapted to their needs.

The house has been set up to promote individual independence but also

encourage a family atmosphere within the household. The supported people are encouraged to make decisions about the activities they want to do – weekly pub lunches and Zumba are the most popular activities, with staff joining in with the exercises to enable a sense of unity. Craft and pamper sessions are also regular activities.

To ensure the women we support felt at ease in their community, the support team introduced them to the local businesses and, with the ladies' permission and support, invited local neighbours' round for tea and cake.

Below: Dame Stefanie Shirley spends an afternoon at Windrush.



## Our Frontline Staff

### Owen Mayes

“ In the summer of 2020, I was looking at changing my career direction as my business had ceased to be financially viable due to covid. I was looking at something in the care field, as I had started volunteering at the Royal Berkshire Hospital in Reading and had found this to be very rewarding.

I had collected some application forms from a couple of companies that operated retirement homes and had initially approached my friend Belinda MacLeod for some advice, as I knew she worked on the care field.

Belinda was very helpful and suggested that I should consider working for Kingwood, as I already had some experience of working with people on the autistic spectrum and Belinda thought it would be a good fit for me. My business had been an exotic animal-handling business, taking animals into schools, youth groups, events, and children's birthday parties. I provided free charitable days for several charities which supported autistic children and young adults. I hadn't realised that I was gaining valuable, free, on-the-job training! After going through the interview process and being accepted, I started training with Kingwood in August 2020. The training modules seemed quite daunting at the time,

but Belinda was very encouraging and seemed to have complete faith in me, which was very helpful. The more I learned about autism, the more I realised that I too am clearly on the spectrum, so it was a useful learning curve, both professionally and personally.

As I have settled into my new role, I have inevitably bumped into other care workers from other organisations, which has made me realise how fortunate I am to work for Kingwood: Kingwood has a very positive and people-centric work ethos, which meshes in with my spiritual approach to life.

I really enjoy the excitement of not quite knowing what each day will bring, knowing that what I do can seriously improve the mental well-being of the people I support and knowing that the families of those I support are having an easier day knowing that those they love are safe and supported. How would I feel if my children or siblings needed support, what would I want for them? It's very rewarding knowing that you make a difference. I am part of a happy team that is very supportive of each other, and that culture is nurtured by our manager Belinda: I never feel that I can't ask for help or advice, or that my manager is unapproachable – that's important.



Owen

**It's very rewarding knowing that you make a difference. I am part of a happy team that is very supportive of each other...**

I'm happy to be here and feel that this is exactly where I'm meant to be. Not everyone I know can say that. I think that's pretty amazing.

”



## Sarah

**receives the Pride of Reading Inspiration Award.**

**I absolutely love my role within the organisation and supporting individuals to genuinely have their needs and wants for their lives heard and acted upon...**

## Our Frontline Staff Sarah Shield

**Transforming Lives Lead, Sarah Shield, received the Pride of Reading Inspiration Award for her dedication to the autistic community.**

“ I have worked for Autism at Kingwood since 2013. I initially joined the organisation as the Young Adult Transition Manager and supported young people who had left various children's services to build skills and routines in their adult life before they transitioned into long term supported living services. This began my concentration in supporting adults with autism to transition successfully through various settings and stages in their lives, through placements or new services and, more recently, away from inappropriate settings and support and enabling them to build their 'Good life'.

Since becoming the Transforming Lives Lead, I have been working with multiple CCG and Local Authority Social Care Teams to build, deliver and commission bespoke support for individuals to help them improve their mental wellbeing from their previous experiences within the social system, either supporting them out of inpatient units and ATUs or preventing re-admissions.

I have my Level 5 QCF in Health and Social Care and will be undertaking my Level 7 in Health and Social Care Management. I am Kingwood's Safeguarding Trainer and Safeguarding Lead, a BILD PBS (Positive Behaviour Support with the British Institute for Learning Disabilities) Coach, a PROACT SCIPr (Positive Range of Options to Avoid Crisis and to use Therapies – Strategies for Crisis Intervention and Prevention) Trainer and I am currently undertaking the course to become the organisations Makaton Trainer. I am the Challenging Behaviour Foundation Lead for Kingwood and am signed up to their professionals' network, to share ideas and support other professionals focusing specifically on behaviours of distress and to help better support individuals who have been through trauma. I am also a part of a small, independent focus group, working specifically with like-minded organisations to ensure a better delivery of truly, person centred support.

I absolutely love my role within the organisation and supporting individuals to genuinely have their needs and wants for their lives heard and acted upon, supporting them to plan the stepping stones to help them reach their ultimate goals, dreams and aspirations is honestly so rewarding.

”

# Providing Added Value



**Kingwood Holiday Home**  
With our fundraising target reached at the end of 2020, we were delighted to purchase our holiday home and officially open it in June 2021.

Thank you to everyone who supported our fundraising.

**Activities**  
As we emerged out of lockdown, our Director of Operations surveyed the opinions of the people we support, their families and our staff to find out what sort of activities people would like to do.

The survey showed that there is an even spread of interest in indoor activities, outdoor activities and culture and sporting activities.

The survey revealed the following areas of interest:



**How we responded**  
We organised a staff virtual Everest Base Camp Challenge, raising over £1,500 towards equipment, including binoculars, metal detectors and a National Trust annual group pass. Special thanks to staff who took on the challenge – Liberty Barlow, Agueda Requena, Kate Allen, Estelle Christmas, Philippa Stannard and the Transition Team who took part in this. Using the Strava app, the challengers uploaded their walks, runs and rows, including from Carmarthenshire in Wales, along the Kennet and Avon canal, the Oxfordshire countryside and rowing on the Thames.

In early 2022, we recruited a part-time Activities Coordinator, to respond to the survey results and who embarked on organising days out and activities workshops for people we support.

We started fundraising to open a Friday night social club in central Reading.

**Gardening**  
Our allotment at Henley-on-Thames continued to provide regular peaceful respite, and skills development to people we support! We were pleased that a local nursery with neurodivergent children came on a regular basis for some fun activities.

Adam, our Gardening Coordinator fundraised for some fantastic additions to the space, enabling us to create a Zen garden, a seating area, as well as tools, seeds and fruit trees. Thanks to Simply Plants, Gibbs & Dandy, Silvers Workshop and the

UK Gay Gardeners Facebook Page donors.



**Kingwood Small Grants**  
During the year Autism at Kingwood set up a grant scheme allocating unrestricted funds of up to £1,000 per quarter to projects that have a meaningful impact on people we support.

We were pleased to support Nik with the costs to build a fence in his garden to stop Nik's neighbour's dog from ducking his head under the bushes and barking at Nik each time he went into the garden. Nik found this distressing and was even considering a house swap, even though he loves his bungalow.

Lucy had been buying gardening equipment and a BBQ, so that she could enjoy her garden more. But she couldn't afford a shed, and so the equipment stayed in her home. We were pleased to buy her a shed for her stuff!

**Working with Dogs for Good**  
We continued our ongoing collaboration with disability dogs' charity, Dogs for Good. Using Animal Assisted Intervention, we supported several individuals to overcome specific challenges and develop life skills.



**Work Programme**  
Autism at Kingwood was successful in securing funding to deliver training and work opportunities to 15 autistic adults, to commence in April 2022.

Funded by the European Social Fund and Education & Skills for care, the funds have enabled Autism at Kingwood to employ a part-time Work and Skills Coordinator, who will support individuals on their chosen path towards the world of work.

The coordinator will provide a range of work preparation and learning opportunities, including CV and application writing, interview skills, job searches, travel training and money management. The coordinator will seek work opportunities, enabling the participants to gain work and work experience.

Autism at Kingwood is truly grateful to the individuals who donated to us, fundraised for us, and who chose to leave a legacy to Autism at Kingwood. We appreciate that this was, and remains, a time of financial uncertainty for many, and our supporters' support is truly valued. Thanks to the Kendrick Masonic Lodge for their ongoing support, and to The Kennel Club Charitable Trust who enabled us to continue our work with Dogs for Good.

## Our Frontline Staff

### Renee – Gardening, Activity and Work Coordinator

“ I started working in the care sector in Germany, where I am from originally. I think it was my desire and ambition to make a difference to peoples’ lives.

Education was for me the pathway. I studied Education and worked first in nurseries and then schools. I went on to take a Masters degree in Special Educational Needs. I wanted to make changes through education, for people to be treated more equally, be happy and have more opportunities.

Before joining Kingwood early in 2022, I worked in the UK for many years, supporting people with learning disabilities, first as Activities Coordinator – which included horticultural work - and then Employment Manager. So, I was attracted to the job offered at Kingwood, because it brought together my areas of expertise and interest, and my desire to support people to participate in meaningful activities.

I really enjoy what I do here at Kingwood; I love working outdoors with people at our wonderful allotment in Henley, and helping people develop skills in a peaceful place. In my role as Activities Coordinator, it’s great to put on days out and workshops, and see people enjoy themselves. In my role

as Work Coordinator, I am able to help people gain skills in, and access to the world of work; I also meet great people who really want to help us by providing volunteer and work opportunities.

It’s not easy to bring an organisation together that has such a wide network, but I like the fact that there is a lot of ambition at Kingwood to go the extra mile, to employ specialists and provide extra training, and to push policies – such as the campaign for better pay.



## #BetterPay4SocialCare



**In 2020, Autism at Kingwood initiated a nationwide campaign #BetterPay4SocialCare calling on Government to increase funding to local authorities, so that care providers like us can increase care worker pay.**

The salary support workers receive is determined by an hourly rate that local authorities pay social care providers and is rarely enough to pay people more than the national living wage.

We therefore decided to launch a petition calling on Government to provide increased ring-fenced funding to local authorities to pass

on to social care providers so that all social care workers. During 2021, 28 social care organisations signed up to the campaign – representing over 400 providers. By November we had over 10,000 signatures.



We joined the Future Social Care Coalition, a powerhouse cross-party and cross sector group which includes senior politicians, employer groups and unions, campaigning for social care reform. They organised a meeting with Gillian Keegan, Minister for Care at the Conservative Party Conference, to whom Kate Allen Kingwood’s CE, made the case for #BetterPay4SocialCare.

The #BetterPay4SocialCare campaign group delivered the petition in November, before the budget. Photo of us at the steps of the Treasury.



The Treasurer subsequently announced an increase in national living wage from April, although this is below the Real Living Wage, which is the calculated amount based on the cost of living.

We can't emphasise enough how tirelessly and compassionately our frontline staff worked during lockdown, and the Trustees and Senior Leadership Team took the decision to increase the salaries of frontline support workers by 7% in 2022. However, when taking into account the increased 1.25% National Insurance contributions and spiralling cost of living rates, support workers are financially worse off now than this time last year.

In early 2022, we were waiting to hear from the local authorities in which Autism at Kingwood deliver support, about the increased rates we would receive for the new financial year. The response was disappointing and does not adequately factor-in employee National Insurance contributions and the necessary increase of pay that helps to make Kingwood a great place to work. The local authority increases appear arbitrary, and therefore not based on true calculations. For example, Reading increased its funding to us by 4%, whilst Oxfordshire increased funding to 6%. We will continue to campaign for increased funding and negotiate for rates that truly reflect the specialist support we provide and will pass this on to our support staff in recognition of their expertise.

## Our Frontline Staff

### Vicky Smith

**“** I joined Kingwood back in March 2006, as a Support Worker. Before this, I was working at a day service and a couple of guys who Kingwood support used to attend. I really enjoyed working with them and wanted to develop my skills and work with them in a more person-centred way. So I decided to apply to work with Kingwood and requested their service so I could do just this.

I think within the first 6 months I was made a Team Leader. Over the years I worked and managed in quite a few of the Oxfordshire services.



I had my first daughter in 2009 and a few years later, my second. In 2016 I decided I wanted take a break from Kingwood and pursued a different path and became an Ofsted Registered Childminder. It meant that I could be at home with my girls during their early school years. However, I did remain as part of the Kingwood bank staff for a while and would pick up shifts every so often to keep in touch with some of the guys.

In March 2020 the pandemic arrived; it changed a lot of things. I decided that I wanted to come back to Kingwood – and so I phoned Lynn and by April I was back working for Kingwood again as a support worker! However, by the end of 2021 I accepted the role of support manager. Turns out I can't keep my nose out of what's going on in the services, and deep down I did miss it.

Working at Kingwood has been, and continues to be, a great learning experience for me. **”**

**“Working with Vicky is great. She gives me room to connect with the people we support and encourages my independence to engage the ladies in the activities of their choice.**

**She's always around either in person or by phone/email if there are any questions that I have or things that I'm finding difficult and will always get back to you at her earliest convenience after her days off.**

**In supervisions she's always quick to give positive reinforcement, which is encouraging but more importantly, she's always looking for ways to further the people we support's experiences and has great feedback on areas of improvements I have & things she'd like to see me do.**

**I enjoy this because to me it means she's comfortable and confident giving me greater responsibilities. One of my favourite things about her is how accommodating she is.**

**As a full time student, working alongside my studies is difficult at times but she's great at working with me so that my work-school balance works in favour for me and the service. She's got a fast turnaround when it comes to**

**Constantine Ngigi, Vicky's Manager: Vicky has been very supportive, positive, and passionate in her role. When she started at a female only service, we were going through some changes, and Vicky demonstrated vigour and an all-rounded skill set while coordinating the transition, which was a great success. She has continued to be creative and inspiring for the staff team and thus manages to bring the best out of the individuals whilst ensuring a continuous improvement in the quality-of-service delivery.**

**requests for time off and shift swapping which makes the service great to work at because we all help each other out where possible and Vicky is supportive of that. I couldn't ask for a better manager.”**

**Cindy Theuri, Support Worker**

# Equality, Diversity and Inclusion at Kingwood

In 2021, Autism at Kingwood created and published a formal statement to share our position on diversity, equality, and inclusion, and importantly our intent for action in the year ahead.

During the first months of 2022, we conducted our initial audit and analysis, which we shared with stakeholders and social platforms.

### Actively seeking the views of stakeholders

Using online platforms to keep in line with Covid guidance, we have held staff forums to make the senior team accessible for the workforce.

In addition to local family meetings, we hosted wider meetings for all relatives, parents, and carers of people we support to have the opportunity to meet each other as well as members of the management teams. We are keen to ensure we retain the personal contact that has always enabled the charity to remain connected.

### Reviewing the demographics of the areas in which we work in order to identify local targets for reaching autistic people from ethnic minorities

We are now collecting data to explore the diversity amongst the people we support. There are many more people we want to share our support services with who may not be aware we can help or know how to contact us.

Exploring the language we use when advertising and communications to attract a more diverse workforce and encourage career progression We have looked at the materials we use on recruitment resources, and others, and included a more diverse range of visuals.



**Gender**  
Our gender breakdown shows we have 65% who identify as women and 35% who identify as men. This is more heavily weighted towards women than the national sector average, which is 58% women and 42% men (EFC).



### Seeking feedback and opinion from employees within ethnic minority groups

This is undertaken on an individual basis with employees from all levels of the organisation.

We signed up to Race Equality Matters and their #MyNameIs campaign in February, requesting staff provide a phonetic version of their name in their email signature.

**#MYNAMEIS** Your name is more than just a name. It's part of your heritage, identity and pride. But all over the world, names are mispronounced. And regardless of the reason, it's hurtful to those affected. Race Equality Matters launched #MyNameIs to help people share their real names by translating it to phonetics. And a rally cry for organisations to standardise these phonetic spellings in email signatures and throughout their business. Share your name, share your story.



**GEC**  
We joined the Global Equality Collective during 2022, who conducted a survey to gather employee perceptions of our approach to gender diversity, fairness, and equality. Key takeaways are illustrated below:

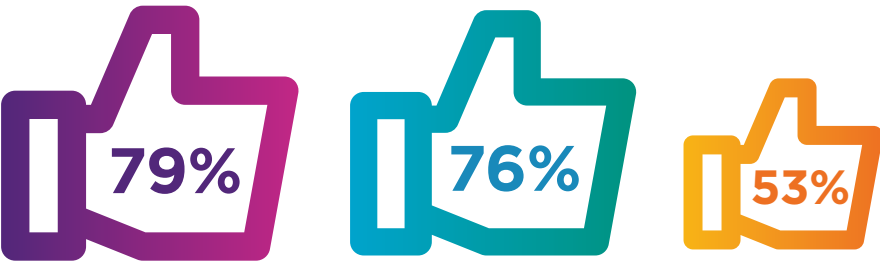
Respondents are largely proud to be working for Autism at Kingwood and feel valued and supported by their immediate team members.

### Career Progression



of respondent are either unaware of, or believe there isn't a clearly defined process when considering advancement and promotions.

### Inclusion and belonging

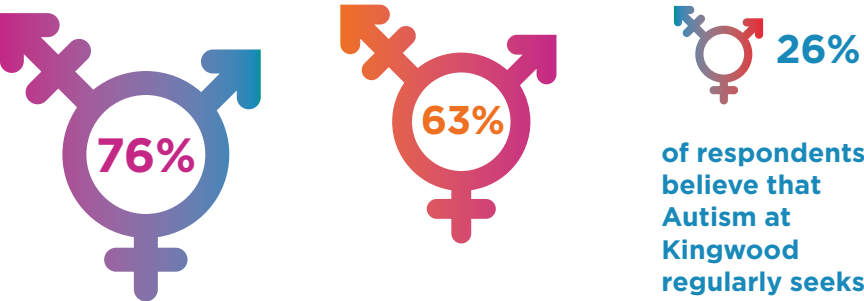


of respondents said they are proud to work for this organisation (18% were ambivalent 3% said no)

of respondents feel that they are a valued member of their team

of respondents feel like a valued member of the organisation

### Diversity



of respondents believe diversity is a key values of Autism at Kingwood

of respondents believe diversity is a key values of Autism at Kingwood

of respondents believe that Autism at Kingwood regularly seeks to open up discussion with staff on gender equality and inclusion

Gelasius, Support Worker  
"For me working during Ramadan can be hard. Ramadan is a chance to bring you closer to God.

You have to be disciplined... but when you're on shift, with no food or drink, smelling food cooking or watching people eat, really tests you.

My team were always really supportive, and stayed someone I support whilst I prayed. Ramadan is so important in Islam and having a supportive team helps massively."

## Our Frontline Staff

### Bayomi Abebiosu

**Bayomi began his career in social care in 2010, when he joined Autism at Kingwood as a support worker.**

**Having previously worked for Royal Mail and at BMW, he was immediately drawn to the role for personal reasons.**

“I had a sister who had autism, Downs Syndrome, and epilepsy, who passed away. In Nigeria, where I come from, many people don't have knowledge about learning disabilities and disorders, and they still believe that these disabilities are brought about because of witchcraft – even in the cities. So, when I started working at Kingwood, I felt guilty that I hadn't done enough for my sister because I didn't have the knowledge about autism at that time. I wanted to do this job to help autistic people and open peoples' eyes who might still have these beliefs in witchcraft.”

Bayomi worked for several services over the years, until he was approached by one of our Area Managers who encouraged him to take a managerial role in one of our services.

‘She said “Just try it for a few months – you might love it!”.’ Bayomi has now been a Support Manager for a year and is



responsible for nine people we support over four services.

“I enjoy managing because I think I relate to staff members because I have been in their shoes. I listen to staff, I try to resolve things, support them to balance their family life, especially those with young children. I manage the rota according to their needs, as well as the organisation's needs, and I think they love to work with me.

Lockdown was challenging for many autistic people who couldn't really understand what it meant and why their routine or activities had changed or stopped. Bayomi organised for staff to deliver lots of new arts and crafts activities, tasks in the back garden and walks to the park.

Bayomi knows how important it is for families of people supported to be updated. He video calls the families of those he manages every week, ensuring they know about their health and well-being, as well as any appointments they may have.

Bayomi says: “Kingwood has a lot of kindness, from the Area Managers, HR and even the CEO. Kingwood takes care of their staff and their wellbeing. The frontline managers listen to their staff, which is why we have a lot of people staying at Kingwood.”

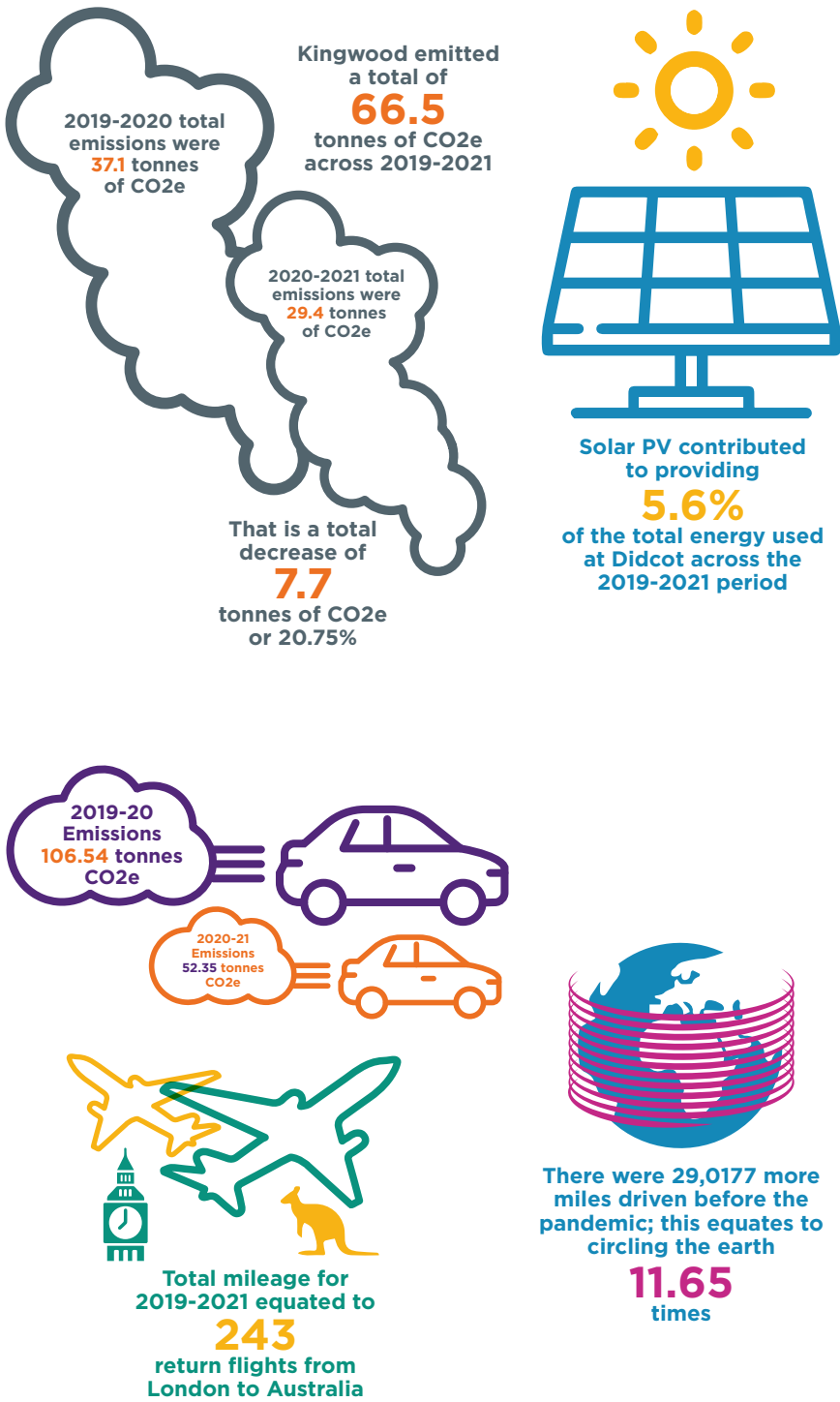
**Sarah, Bayomi's manager: “I suggested that Bayomi apply for the role as Support Manager, as I have witnessed how he has supported some of our most challenging individuals. He has a calm presence and completes tasks willingly. This calm persona has a calming influence and carries across to staff. Bayomi took the lead and often took responsibility as a support worker and went above and beyond in his normal daily duties. Bayomi is open to learning from his peers and is very respectful when with the PWS. Bayomi is flexible and organised and has held management positions before in a different industry. Staff appear to respect Bayomi, and he has a natural way of communicating with colleagues, without belittling them.”**

# Our Carbon Impact

In July 2021, Ellen Welsh joined Autism at Kingwood as an intern as Environmental Impact Officer. Having completed her Geography degree at Reading University and waiting to start her master's degree in Environmental Technology, Ellen was drawn to our Internship, as renewable energy and sustainability were core interests for her.

The brief was to assess our carbon footprint, comparing pre-Covid levels with levels during lock-down and look for learnings to enable us to reduce carbon emissions. There were interesting challenges here, as the nature of providing support means we are reliant on cars to transport some vulnerable adults, rather than use public transport.

Ellen produced a comprehensive report on Autism at Kingwood's environmental impact and key findings included:



# Our Frontline Staff Christian

I am originally from Germany and had worked in social care for two years when I was young, as an alternative to army service. Before coming to the UK in 2008, I pursued a career in natural healing, having gone to medical school for three years, and developing and setting up organic supermarkets.

Arriving in England, I started work in a nursing home and then worked as a Community Support Leader, before applying to Kingwood in 2018. Somebody suggested I apply to Kingwood before, but I never did because I am loyal to any organisation I work with.

My current role at Kingwood is working in outreach in Oxfordshire, where we support people already living quite independently in their houses. Before then I was managing a supported living house. I love the variety of outreach and the ability to learn and develop; I do a lot of things I wouldn't have done in my old service. I have a lot of contacts with social services and brokerage teams. I can create events like BBQs – not one day is the same and it's quite exciting, there is always something happening. It is well suited to me. I like the buzz!

My ratio of work is around 80% working with people we support



and 20% staff, whereas with managing a supported living house the ratio is generally the other way around. My role involves me doing a lot of support – it's the only way I can get to know the people supported. Typically, people we support in outreach have high functioning autism and often have mental health or other issues.

I enjoy working for Kingwood and rate Kingwood as an employer. Kingwood have funded my PROACT-SCIPr\* training and I am now an instructor. I can be honest with my managers, and I feel heard. I'd like to develop my career at Kingwood, although I really love working in the operational side. I have my QCF Level 5 (Management in Adult Social Care).

\*PROACT-SCIPr training focuses on positive approaches to behaviour management which encourages the use of proactive responses. All Kingwood support staff receive this training.

## Our Frontline Staff

### Amy Rhodes



#### Amy

**I am very lucky to work with a variety of different supported people and help them with different aspects of their lives.**

**“** I have worked in social care since 2004, when I was 18 years old, where I joined an organisation supporting adults with learning disabilities.

I worked at a day centre and ran lots of different sessions including a newsletter group, bus training, golf, helping people find volunteer work, drama and a social group. I can honestly say I loved my job and could see myself being there for a long time.

Then in May 2020, the organisation closed this service due to financial issues, and I was made redundant. So, after 16 years, I had to decide what I wanted to do next. I knew I still wanted to work with adults with learning disabilities and came across Kingwood.

I visited the Kingwood website and could see all the fantastic work they were doing and how they promoted ‘Kindness at Kingwood’ and really valued the staff and supported people. I started working at Kingwood in June 2020 and have been here nearly 2 years.

It was a big step to come to another organisation after so many years but I’m glad I did it.

During the week, I work at four different services, all around the

#### Vicky Smith, Amy’s manager:

**“I have found Amy to be proactive in her position, and this has helped with supporting Meg to attend her fitness classes. Meg recently received member of the month because of the wide range of activities she’s doing there. Amy and Meg have also enjoyed going out on bike rides together too around Abingdon.”**

Abingdon area; I don’t drive, so this is ideal. Some people I support live independently, and some are in supported living homes. I feel like I have developed positive relationships with everyone I support.

I am very lucky to work with a variety of different supported people and help them with different aspects of their lives. I am very passionate about the work I do and look forward to what the future holds for me at Kingwood. **”**

# Financial Review

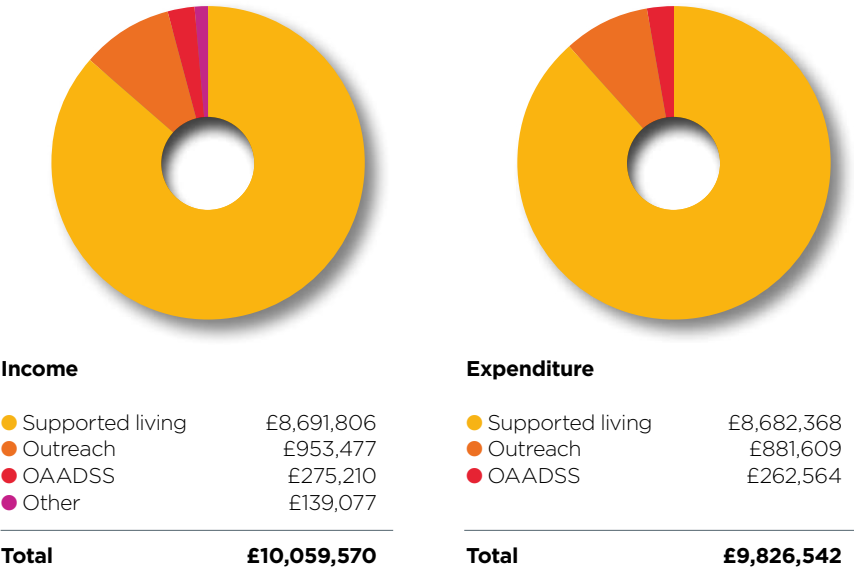
The multiple operational challenges presented by Covid, staff sickness and turnover, new services and an increase in the number of people we support inevitably led to higher unplanned costs and complexity that had to be managed on a day-to-day basis.

The increase in costs was largely due to the use of agency staff, higher wage costs, additional processes necessitated by Covid and greater administrative demands in coping with the complexity. This also resulted in more follow up with all stakeholders so that we remained responsive to the needs of the people we support, our funders, suppliers and staff.

With concerted effort from staff, one-off financial support from some funding authorities and focused financial management we have ended the year relatively strongly with a surplus of £233k. Income and expenditure were £1.8m and £1.2m higher than last year at just over £10m and £9.8m respectively.

The increase in net assets and general (unrestricted) funds to £2.3m and £2.08m also raised our free reserves by £321k to £840k. This represents just over one months' operating expenses. Our reserves policy aim, in the medium to long term, is to build reserves to cover operating expenses for three months while retaining the capacity to invest appropriately and respond to exigencies caused, amongst other factors,

Autism at Kingwood 2021/22  
Financial Performance



by the current high rate of inflation. At current expenditure levels this implies free reserves target of £2.4m in the medium to long term.

During the year, due to high transaction volumes, the implementation of an automated invoice recognition system has improved our capacity and process controls. In addition, the financial team has been strengthened with clear emphasis on close collaboration with operations and focus on the people we support, support staff and financial sustainability.

# Charity Management and Honorary Roles

## Trustees

John Finney – Chair  
Lisa Basford  
Steve Bastiman-Davies  
Dr Steven Carnaby  
Mark Glinwood (May 2022)  
Bella Ikpasaja (May 2022)  
Sandra Meadows  
David Swann – Treasurer  
Rebecca Vickers (resigned February 2022)

## Senior Leadership Team

Kate Allen – Chief Executive (resigned April 2022)  
Estelle Christmas – Chief Operating Officer (Interim Chief Executive April 2022)  
Tapiwa Moyo – Director of Operations  
Lynn Longland – Chief People Officer  
Arcott Mahesh – Chief Finance Officer  
Philippa Stannard – Head of Fundraising & Communications

## Patrons

Dame Stephanie Shirley CH – Founder Patron  
Lady Sonia Hornby  
Professor Anthony Bailey  
Virginia Bovell OBE  
Nick Hornby  
The Rt Rev. and the Rt Hon. Lord Chartres GCVO  
Sue McGregor CBE  
John Lubbock CBE  
Jeremy Irons  
Sophie Mirman  
The Lord Puttnam of Queensgate CBE

## Registered/Principal Office

2 Chalfont Court, Chalfont Close,  
Lower Earley, Reading, RG5 5SY  
0118 931 0143  
www.kingwood.org.uk  
info@kingwood.org.uk

Charity Number: 1041924  
Company Number: 02980543

## Auditors

Edwin Smith Chartered Accountants  
32 Queens Road, Reading, RG1 4AU

## Bankers

National Westminster Bank plc.  
18 Market Place, Henley-on-Thames,  
RG9 2AP

# Structure, Governance and Management

Charitable status was granted to Autism at Kingwood on 3 November 1994, known then as The Kingwood Trust. The charity is a private company limited by guarantee. Its governing documents are its Memorandum and Articles of Association.

The Autism at Kingwood Board of Trustees sets the strategy and monitors the charity's key risks. Responsibility for implementing the strategy and day-to-day operational issues sits with the Chief Executive who, in turn, is supported by a team of suitability qualified and skilled individuals.

Good governance is achieved through sub-committees meeting regularly throughout the year and making recommendations to the full Board, which meets four times a year. These sub-committees include Risk & Care Practice, Finance & Development and Human Resources. Furthermore the Board Members maintain regular contact with the Chief Executive throughout the year.

The skills and expertise required within the Trustee Board are reviewed regularly to help the charity deliver its objectives. If gaps are identified or a vacancy occurs, new trustees with the appropriate skills and experience are identified.

On 31 March 2022, there were six Trustee Board members and one resignation, with Rebecca Vickers moving on in January.

All trustees are offered a full induction when they join and

trustee training is available to keep trustees up to date with the environment in which the charity operates. All trustees give of their time voluntarily without remuneration. Details of trustees' reimbursed expenses are disclosed in note 7. The pay of senior staff is reviewed annually and trustees benchmark pay levels against the market rates for comparable roles and the ability to retain key personnel.

### Risk Management

The Board is ultimately responsible for setting the risk appetite and making sure we mitigate risks as far as possible.

It delegates to the appropriate subcommittee with relevant extracts from both the Risk Matrix and Business Plan presented for scrutiny and oversight with discussion focusing predominantly on those more significant risks. The full accumulated risk register is presented to the Trustees at Board meetings at least three times a year.

While the Board generally takes a prudent approach to risk management, it recognises that things do go wrong from time to time and accepts that we need to take some risks to be able to grow. The risk management framework is designed to give a clear view of our risks and make sure we're not exposed to them unnecessarily.

Effective risk management makes for informed decision-making and helps us deliver on our business objectives

The key risk to the charity throughout the year has been staff recruitment and retention. This was introduced to the risk matrix and monitored closely throughout the year.

The first half of the financial year also saw additional scrutiny from the Finance & Development Committee on the cash flow position until the position settled.

### Investment Policy

To date it has been the policy of the Board to hold any available funds in the form of cash and cash equivalents.

### Complaints Policy

The organisation has a comprehensive complaints policy that is communicated clearly and available according to the Accessible Information Standard. Furthermore, Autism at Kingwood regularly engages with families, people we support, staff and professionals to ensure stakeholders have the opportunity to provide feedback. These opportunities were largely conducted virtually during the last year.

### Recruiting, Appointing and Training of Trustees

The Autism at Kingwood Board of Trustees saw some changes during the last year. When recruiting new Board members, the Chairman and Trustees undertake an open recruitment process based on a clear role specification.

Advertisements are shared on our website, social media and LinkedIn, in addition to recruitment sites such as

Charity Jobs. Trustees may also approach individuals who may be able to make a particular contribution and invite them to be considered. The charity applies its equal opportunities policy to the appointment of trustees. There exists a comprehensive induction programme and trustee manual.

Whilst there is good diversity in some categories at present, gender and age being examples, the Board recognised last year a lack of ethnic and disability diversity and set clear targets during the year.

### Reserves Policy & Development Fund

The charity maintains adequate cash reserves in light of the main risks to the organisation. Our reserves policy aims to have free reserves of three months' operating costs and at 31/3/22 free reserves of £840k represents approximately one month's operating costs. The development fund established for improving living experience including through undertaking research and accessing activities in the community has a balance of £65k with expenditure during the year being limited to £13k due to covid related restrictions.

# Going Concern Assessment

The Board of Trustees monitor the viability of the Charity through the Finance & Development Committee. With 99.5% of the charity’s income coming from local authorities or the NHS, there is a good level of security in the continuation of service provision. Stable and predictable cash flow coupled with focus on aged debt management has helped maintain monthly cash balances consistently above £1.2m. It has assessed the charity’s financial position, net assets and opportunities for growth and development, as well as its strategy and the potential impact of risks and uncertainties. Based on this the Board is confident that the charity has the resources to carry on operating for the foreseeable future. Although the budget for 2022-23 anticipates a deficit primarily due to higher agency staff costs and inflation, the downward trend in agency staff usage in the second quarter, the ongoing positive pricing discussions with local authorities and the NHS and the focus on cost control underpins the Board’s decision to continue to adopt the going concern basis in preparing its accounts and financial statements. Furthermore, the charity’s free reserves increased by £321k to £840k with cash balance and net assets standing at £1.2m and £2.3m respectively at 31/3/22.

**Estelle Christmas**  
CEO Interim

**Arcott Mahesh**  
Chief Finance Officer

# Board of Trustees and Their Interests

**John Finney** is CEO and Founder of one of the fastest growing satellite companies in the UK, based in Reading. He has held executive roles in the telecommunications and satellite industry. John’s youngest son is diagnosed with autism.

**Lisa Basford** runs Good Endeavours, a freelance business consultancy supporting businesses and charities to deliver social impact. Previously, she held senior Corporate Social Responsibility roles in global corporations and is a Fellow of the Institute of Corporate Responsibility & Sustainability. Lisa has a son and a daughter who has ASD.

**Steve Bastiman-Davies** helped found a global leadership and mentoring firm and has over 20 years’ experience in guiding organisations, including the NHS, police and local government through change and improvement.

**Dr Steven Carnaby** Consultant Clinical Psychologist and Service Development Consultant with over 25 years’ experience working with people with learning disabilities and/or autism spectrum conditions. In addition to independent consultancy, Dr Carnaby has an honorary post at the Tizard Centre.

**Sandra Meadows** (Acting Chairman from July 2019) Director of Saxonbury Limited specialising in top level recruitment and assessment of top team capabilities.

**David Swann** (Treasurer) Formerly treasurer of BAT plc, Past President of the Association of Corporate Treasurers and sits on the board of a regional housing association.

**Rebecca Vickers** (Resigned January 2021) Solicitor, formerly Group Company Secretary at First Choice Holidays PLC. Rebecca is a member of the Board of Governors at St Joseph’s Specialist School and College in Cranleigh.

# Statement of Trustees’ Responsibilities

The Trustees, who are also directors of Autism at Kingwood for the purposes of company law, are responsible for preparing the Trustees’ Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Trust and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and 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, and
- prepare the financial statements on the going

concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company’s auditors are unaware, and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company’s website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

# Public Benefit

The Trustees have referred to the guidance by the Charity Commission when establishing the strategic objectives and Business Plan. All our charitable activities are centred around meeting the needs of autistic people and this report has provided an overview of just some of the ways people have benefited from the services we have provided.

# Statement as to Disclosure to our Auditors

In so far as the Trustees are aware at the time of approving our Trustees report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the company’s auditor is unaware, and
- each Trustee has taken all the steps that they ought to have taken as a Director, in order to make themselves aware of any relevant audit information and to establish that the company’s auditors are aware of that information.

# Financial Statements

The financial statements comply with the Charities Act 2011, The Companies Act 2006, The memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

# Auditors

The auditors, Edwin Smith, are deemed reappointed under section 487(2) of the Companies Act 2006.

This report has been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities (FRS102) and in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

On behalf of the Board of Trustees.

**John Finney**  
Chair

30 September, 2022

# Independent Auditors Report

As at 31 March 2022

## Opinion

We have audited the financial statements of Autism at Kingwood (the “Charity”) for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 Charity’s affairs as at 31 March 2022 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC’s Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee 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 Charity’s ability to continue as a going concern for a period of at least 12 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. 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.

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

We have nothing to report in this regard.

# Independent Auditors Report (continued)

## As at 31 March 2022

### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- we have not obtained all the information and explanations necessary for the purposes of our audit;
- the directors were not entitled to take advantage of the small companies exemption from the requirement to prepare a strategic report.

### Responsibilities of the Trustees

As explained more fully in the Trustees' responsibilities statement (set out on page 37), the Trustees 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 they 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 Charity'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 Charity or to cease operations, or have no realistic alternative but to do so.

### Our responsibilities for the audit of the financial statements

The Trustees have elected for the financial statements to be audited in accordance with the Charities Act 2011 rather than the Companies Act 2006. Accordingly, we have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the regulations made under section 154 of the Act.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

### Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and

# Independent Auditors Report (continued)

## As at 31 March 2022

implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the Charity and considered that the most significant are the Companies Act 2006, the Charities Act 2011, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.
- We obtained an understanding of how the Charity complies with these requirements by making enquiries with management and those charged with governance. We corroborated our enquiries through our review of the Trustees' meeting minutes.
- We assessed the susceptibility of the financial statements to material misstatement, including how fraud might occur by considering the key risks impacting the financial statements and documenting the controls that the Charity has established to address risks identified, or that otherwise seek to prevent, deter or detect fraud. In our assessment we considered the risk of management override. Our audit procedures included testing manual journals, including segregation of duties.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Use of our report

This report is made solely to the Charity's Trustees, as a body, in accordance with section 144 of the Charities Act 2011 and the regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the Charity's Trustees 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 Charity's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Edwin Smith  
Chartered Accountants  
Statutory Auditor  
32 Queens Road  
Reading  
RG1 4AU



16 November 2022

Edwin Smith is eligible to act as auditor in terms of section 1212 of the Companies Act 2006.

# Statement of Financial Activities

## As at 31 March 2022

|                                                                         |       | Unrestricted Funds | Designated Funds | Restricted Funds | Total Funds 2022  | Total Funds 2021 |
|-------------------------------------------------------------------------|-------|--------------------|------------------|------------------|-------------------|------------------|
|                                                                         | Notes | £                  | £                | £                | £                 | £                |
| <b>Income:</b>                                                          |       |                    |                  |                  |                   |                  |
| Donations                                                               | 2     | 11,816             | -                | 29,923           | 41,739            | 76,540           |
| Investment Income                                                       | 3     | 1,332              | -                | -                | 1,332             | 1,513            |
|                                                                         |       | 13,148             | -                | 29,923           | 43,071            | 78,053           |
| Income from charitable activities                                       | 4     | 9,890,570          | -                | -                | 9,890,570         | 7,951,875        |
| Other income                                                            | 5     | 125,929            | -                | -                | 125,929           | 215,135          |
| <b>Total income</b>                                                     |       | <b>10,029,647</b>  | <b>-</b>         | <b>29,923</b>    | <b>10,059,570</b> | <b>8,245,063</b> |
| <b>Expenditure:</b>                                                     | 6     |                    |                  |                  |                   |                  |
| <b>Costs of raising funds</b>                                           |       |                    |                  |                  |                   |                  |
| Donations                                                               |       | 5,622              | -                | -                | 5,622             | 8,709            |
| <b>Charitable activities</b>                                            |       |                    |                  |                  |                   |                  |
| Domiciliary, residential care and welfare costs                         |       | 8,977,580          | -                | 5,543            | 8,983,123         | 7,236,7579       |
| Support costs and charitable projects                                   |       | 787,805            | 13,393           | 36,599           | 837,797           | 760,177          |
| <b>Total expenditure</b>                                                |       | <b>9,771,007</b>   | <b>13,393</b>    | <b>42,142</b>    | <b>9,826,542</b>  | <b>8,005,643</b> |
| <b>Net income/(expenditure) before transfers</b>                        |       | <b>258,640</b>     | <b>(13,393)</b>  | <b>(12,219)</b>  | <b>233,028</b>    | <b>239,420</b>   |
| Transfers between funds                                                 | 16    | 18,885             | -                | (18,885)         | -                 | -                |
| <b>Net income/(expenditure) for the year/<br/>Net movement in funds</b> |       | <b>277,525</b>     | <b>(13,393)</b>  | <b>(31,104)</b>  | <b>233,028</b>    | <b>239,420</b>   |
| Fund balances at 1 April 2021                                           |       | 1,743,892          | 78,578           | 274,436          | 2,096,906         | 1,857,486        |
| <b>Fund balances at 31 March 2022</b>                                   |       | <b>2,021,417</b>   | <b>65,185</b>    | <b>243,332</b>   | <b>2,329,934</b>  | <b>2,096,906</b> |

The statement of financial activities complies with the requirements for an income and expenditure account under the Companies Act 2006 and includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

# Balance Sheet

## As at 31 March 2022

|                                                       | Notes | £           | 2022 £           | £         | 2021 £           |
|-------------------------------------------------------|-------|-------------|------------------|-----------|------------------|
| <b>Fixed assets</b>                                   |       |             |                  |           |                  |
| Tangible assets                                       | 9     |             | 1,176,842        |           | 1,224,659        |
| <b>Current assets</b>                                 |       |             |                  |           |                  |
| Debtors                                               | 10    | 1,298,143   |                  | 669,129   |                  |
| Cash at bank and in hand                              |       | 1,221,420   |                  | 1,051,523 |                  |
|                                                       |       | 2,519,563   |                  | 1,720,652 |                  |
| <b>Creditors: Amounts falling due within one year</b> | 11    | (1,341,471) |                  | (648,405) |                  |
| <b>Net current assets/(liabilities)</b>               |       |             | 1,178,092        |           | 1,072,247        |
| <b>Creditors: Amounts falling due after one year</b>  | 11    |             | (25,000)         |           | (200,000)        |
| <b>Total assets less current liabilities</b>          |       |             | <b>2,329,934</b> |           | <b>2,096,906</b> |
| <b>Income funds of the Charity</b>                    |       |             |                  |           |                  |
| Restricted funds                                      | 14    |             | 243,332          |           | 274,436          |
| Unrestricted funds:                                   |       |             |                  |           |                  |
| Designated funds                                      | 15    |             | 65,185           |           | 78,578           |
| Other charitable funds                                |       |             | 2,021,417        |           | 1,743,892        |
|                                                       |       |             | <b>2,329,934</b> |           | <b>2,096,906</b> |

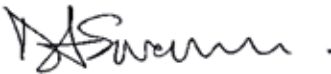
The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2022. An audit has been carried out under section 144 of the Charities Act 2011.

No member of the company has deposited a notice, pursuant to section 476 requiring an audit of these accounts under the requirements of the Companies Act 2006.

The directors acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

These financial statements have been prepared in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006.

The accounts were approved by the Board on 30 September 2022.



Trustee D. Swann (Treasurer)

Company Registration No. 02980543

# Statement of Cash Flows

## As at 31 March 2022

|                                                                                           | Notes | 2022<br>£        | 2021<br>£        |
|-------------------------------------------------------------------------------------------|-------|------------------|------------------|
| <b>Cash flows from operating activities:</b>                                              |       |                  |                  |
| Net cash provided by (used in) operating activities                                       |       | <b>356,304</b>   | <b>246,873</b>   |
| <b>Cash flows from investing activities:</b>                                              |       |                  |                  |
| Interest from investments                                                                 |       | 1,332            | 1,513            |
| Purchase of tangible fixed assets                                                         |       | (12,739)         | (52,359)         |
| <b>Net cash provided by investing activities</b>                                          |       | <b>344,897</b>   | <b>196,027</b>   |
| <b>Cash flows from financing activities:</b>                                              |       |                  |                  |
| Repayments of borrowing                                                                   |       | (175,000)        | -                |
| Cash inflows from new borrowing                                                           |       | -                | 250,000          |
| Cash used in financing activities                                                         |       | <b>(175,000)</b> | <b>250,000</b>   |
| Change in cash and cash equivalents in the year                                           |       | 169,897          | 446,027          |
| Cash and equivalents at the beginning of the year                                         |       | 1,051,523        | 605,496          |
| <b>Cash and cash equivalents at the end of the year</b>                                   |       | <b>1,221,420</b> | <b>1,051,523</b> |
| <b>Reconciliation of net income/(expenditure) to cash flow from operating activities</b>  |       |                  |                  |
| <b>Net income/expenditure for the year (as per the statement of financial activities)</b> |       | 233,028          | 239,420          |
| Adjustments for:                                                                          |       |                  |                  |
| Depreciation charges                                                                      |       | 60,556           | 66,927           |
| Interest and from investments                                                             |       | (1,332)          | (1,513)          |
| Loss/profit on the sale of fixed assets                                                   |       | -                | -                |
| (Increase)/decrease in debtors                                                            |       | (629,014)        | 166,590          |
| Increase/(decrease) in creditors                                                          |       | 693,066          | (224,550)        |
| <b>Net cash provided from (used in) operating activities</b>                              |       | <b>356,304</b>   | <b>246,873</b>   |
| <b>Analysis of cash and equivalents</b>                                                   |       |                  |                  |
| Cash in hand                                                                              | 17    | 1,221,420        | 1,051,523        |
| <b>Total</b>                                                                              |       | <b>1,221,420</b> | <b>1,051,523</b> |

# Notes to the Financial Statements

## As at 31 March 2022

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. ACCOUNTING POLICIES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Basis of preparation</b><br>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 Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102) (effective January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Autism at Kingwood meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Preparation of the accounts on a going concern basis</b><br>There are no material uncertainties about the Charity’s ability to continue as a going concern.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Fund Accounting</b><br>General funds are unrestricted funds, available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.<br><br>Restricted funds are subjected to restrictions on their expenditure imposed by the donor or which have been raised by the Charity for particular purposes. The aim and use of each restricted fund is set out in the notes to the financial statements.<br><br>Designated funds are unrestricted funds set aside for specific purposes at the discretion of the Trustees.                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Income</b><br>Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.<br><br>Income from donations or grants is recognised when there is evidence that there is entitlement to the gift, receipt is probable, and its amount can be measured reliably. Gifts in kind are taken into account on a prudent assessment of their fair value. Government grants are recognised immediately in income except for CJRS grants which are recognised in income in the period to which they become receivable.<br><br>All other income (including income received under deeds of covenant) is recognised on a receivable basis. All income is related to the continuing activities of the Charity.<br><br>Deferred income comprises domiciliary, residential care and welfare income which relates to future accounting periods. |
| <b>Expenditure</b><br>Resources expended are recognised in the period in which they are incurred. Resources expended include attributable VAT which cannot be recovered.<br><br>Expenses are allocated to activities in the Statement of Financial Activities where the expenses relate directly to those activities. Support costs constitute the costs of supporting the other activities of the company and include the staff costs of the central administrative staff.<br><br>Governance costs are the costs incurred in maintaining the company as a separate legal entity. This includes the cost of servicing Trustee’s meetings.                                                                                                                                                                                                                                                                                                                                                                   |

# Notes to the Financial Statements (continued)

## As at 31 March 2022

### 1. ACCOUNTING POLICIES (CONTINUED)

#### Tangible Fixed assets

Tangible fixed assets other than freehold land are stated at costs less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

|                                  |                          |
|----------------------------------|--------------------------|
| Freehold land is not depreciated |                          |
| Freehold buildings               | 50 years straight line   |
| Freehold improvements            | 10 years straight line   |
| Leasehold improvements           | over period of the lease |
| Equipment and motor vehicles     | 3 years straight line    |
| Holiday home                     | 10 years straight line   |

Tangible fixed assets costing in excess of £300 are capitalised.

The carrying values of tangible fixed assets are reviewed for impairment periodically if events or changes in circumstances indicate the carrying values may not be recoverable.

#### Leasing and hire purchase commitments

Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight line basis over the lease term.

#### Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any trade discounts due.

#### Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments held on deposit accounts.

#### Creditors and provisions

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

#### Financial instruments

The trust only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

#### Pensions

Autism at Kingwood operates a defined contribution scheme under auto enrolment regulations for its employees. Contributions payable to the scheme are charged to the statement of financial activities in the period to which they relate. The assets of the scheme are held separately from the Charity in an independently administered fund.

Autism at Kingwood also operates a group personal pension scheme which is a defined contribution scheme. All contributions are charged to the Statement of Financial Activities as incurred.

# Notes to the Financial Statements (continued)

## As at 31 March 2022

### 1. ACCOUNTING POLICIES (CONTINUED)

#### Judgements and Key Sources of Estimations

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed reasonable under the circumstances. There are no major areas of judgment or key estimates that have a significant risk of causing a material adjustment to items in the financial statements.

### 2. DONATIONS

|                     | Unrestricted | Restricted | Total Funds 2022 | Total Funds 2021 |
|---------------------|--------------|------------|------------------|------------------|
|                     | £            | £          | £                | £                |
| Donations and gifts | 11,816       | 29,923     | 41,739           | 76,540           |

### 3. INVESTMENT INCOME

|                     | 2022  | 2021  |
|---------------------|-------|-------|
|                     | £     | £     |
| Interest receivable | 1,332 | 1,513 |

### 4. INCOME FROM CHARITABLE ACTIVITIES

|                                           | 2022      | 2021      |
|-------------------------------------------|-----------|-----------|
|                                           | £         | £         |
| Domiciliary, residential care and welfare | 9,890,570 | 7,951,875 |

### 5. OTHER INCOME

|              | 2022    | 2021    |
|--------------|---------|---------|
|              | £       | £       |
| Other income | 125,929 | 215,135 |

Other income includes payments of £37,853 for Covid support in the year ended 31 March 2022 principally from councils of the people we support.

# Notes to the Financial Statements (continued)

## As at 31 March 2022

### 6. EXPENDITURE

|                                                        | Staff costs      | Depreciation and impairment | Other costs    | Total 2022       | Total 2021       |
|--------------------------------------------------------|------------------|-----------------------------|----------------|------------------|------------------|
|                                                        | £                | £                           | £              | £                | £                |
| <b>Costs of raising funds</b>                          |                  |                             |                |                  |                  |
| Costs of generating donations and legacies             | -                | -                           | 5,622          | 5,622            | 8,709            |
| <b>Charitable activities</b>                           |                  |                             |                |                  |                  |
| <b>Domiciliary, residential care and welfare costs</b> |                  |                             |                |                  |                  |
| Activities undertaken directly                         | 8,497,345        | 60,556                      | 425,222        | 8,983,123        | 7,236,757        |
| <b>Support costs and charitable projects</b>           |                  |                             |                |                  |                  |
| Costs of supporting the direct activities and projects | 355,874          | -                           | 457,118        | 812,992          | 733,564          |
| <b>Governance costs</b>                                | 17,905           | -                           | 6,900          | 24,805           | 26,613           |
|                                                        | <b>8,871,124</b> | <b>60,556</b>               | <b>889,240</b> | <b>9,820,920</b> | <b>7,996,934</b> |
|                                                        | <b>8,871,124</b> | <b>60,556</b>               | <b>894,862</b> | <b>9,826,542</b> | <b>8,005,643</b> |

Governance costs includes payments to the auditors of £6,900 (2021: £6,720) for audit fees, and £nil (2021: £755) for meeting expenses between Trustees, staff, parents and families of those supported.

Included within support costs and charitable projects is expenditure on designated fund projects of £13,393 (2021: £43,611), expenditure on restricted fund projects of £42,142 (2021- £16,184) and rental of premises, including associated premises costs, of £123,265 (2021: £119,336).

### 7. TRUSTEES AND RELATED PARTY TRANSACTIONS

During the year and last year no Trustees were reimbursed for travelling and other reimbursable expenses.

The Trustee Dr. S. Carnaby was paid £150 (2021: £900) in respect of mentoring services for an employee of the charity which the other Trustees consider reasonable for the services provided and in the best interests of the charity.

There were no other payments made to trustees during the year or related party transactions.

# Notes to the Financial Statements (continued)

## As at 31 March 2022

### 8. EMPLOYEES

#### Number of employees

The average monthly number of employees during the year was:

|                                           | 2022 Number | 2021 Number |
|-------------------------------------------|-------------|-------------|
| Domiciliary, residential care and welfare | 223         | 244         |
| Administrative staff                      | 27          | 23          |
|                                           | 250         | 267         |

#### Employment Costs

|                       | 2022 £    | 2021 £    |
|-----------------------|-----------|-----------|
| Wages and salaries    | 8,297,036 | 6,578,791 |
| Social security costs | 439,703   | 418,118   |
| Other pension costs   | 103,930   | 99,010    |
|                       | 8,840,669 | 7,095,919 |

Wages and salaries includes agency welfare costs of £2,867,057 for (2021: £1,285,977) and agency/subcontractor support costs £111,101 (2021: £153,399).

The number of employees whose annual emoluments were £60,000 or more:

|                     | 2022 Number | 2021 Number |
|---------------------|-------------|-------------|
| £100,001 - £110,000 | 1           | -           |
| £90,001 - £100,000  | -           | 1           |
| £60,001 - £70,000   | 1           | 1           |

The Trustees were not paid and did not receive any benefits from employment with the charity in the year (2021: £nil). One trustee received payment for services and together with reimbursed expenses paid to trustees are detailed in note 7.

The key management personnel of the charity comprise the trustees, the Chief Executive Officer, Chief Operating Officer, Chief Financial Officer and Head of HR. The total employee benefits of the key management personnel of the Trust were £287,202 (2021: £312,882).

# Notes to the Financial Statements (continued)

## As at 31 March 2022

| 9. TANGIBLE FIXED ASSETS |                   |                       |                        |                              |              |           |
|--------------------------|-------------------|-----------------------|------------------------|------------------------------|--------------|-----------|
|                          | Freehold property | Freehold improvements | Leasehold improvements | Equipment and motor vehicles | Holiday Home | Total     |
|                          | £                 | £                     | £                      | £                            | £            | £         |
| Cost                     |                   |                       |                        |                              |              |           |
| At 1 April 2021          | 1,789,185         | 52,753                | 85,769                 | 332,653                      | 37,808       | 2,298,168 |
| Additions                | -                 | 319                   | 2,100                  | 10,320                       | -            | 12,739    |
| Disposals                | -                 | -                     | -                      | -                            | -            | -         |
| At 31 March 2022         | 1,789,185         | 53,072                | 87,869                 | 342,973                      | 37,808       | 2,310,907 |
| Depreciation             |                   |                       |                        |                              |              |           |
| At 1 April 2021          | 663,116           | 42,289                | 68,766                 | 299,338                      |              | 1,073,509 |
| On disposals             | -                 | -                     | -                      | -                            | -            | -         |
| Charge for the year      | 24,000            | 1,860                 | 7,748                  | 23,325                       | 3,623        | 60,556    |
| Impairment               | -                 | -                     | -                      | -                            | -            | -         |
| At 31 March 2022         | 687,116           | 44,149                | 76,514                 | 322,663                      | 3,623        | 1,134,065 |
| Net book value           |                   |                       |                        |                              |              |           |
| At 31 March 2022         | 1,102,069         | 8,923                 | 11,355                 | 20,310                       | 34,185       | 1,176,842 |
| At 31 March 2021         | 1,126,069         | 10,464                | 17,003                 | 33,315                       | 37,808       | 1,224,659 |

In 2013 an impairment review was carried out on the Property 45, Cressingham Road valued at £1,300,000 and an impairment loss was incurred of £392,401 which is included in accumulated freehold property depreciation. No further change was considered necessary.

### 10. DEBTORS

|                                | 2022<br>£        | 2021<br>£      |
|--------------------------------|------------------|----------------|
| Trade debtors                  | 1,175,930        | 386,343        |
| Other debtors                  | 11,625           | 2,782          |
| Prepayments and accrued income | 110,588          | 280,004        |
|                                | <u>1,298,143</u> | <u>669,129</u> |

# Notes to the Financial Statements (continued)

## As at 31 March 2022

| 11. CREDITORS                       |                  |                |
|-------------------------------------|------------------|----------------|
| Amounts falling due within one year |                  |                |
|                                     | 2022<br>£        | 2021<br>£      |
| Bank loan                           | 50,000           | 50,000         |
| Trade creditors                     | 393,002          | 26,831         |
| Taxes and social security costs     | 119,667          | 106,781        |
| Other creditors                     | 39,338           | 62,027         |
| Accruals                            | 520,250          | 338,511        |
| Deferred income                     | 219,214          | 64,255         |
|                                     | <u>1,341,471</u> | <u>648,405</u> |

Deferred Income – The amount of deferred income brought forward at 1 April 2021 released to income earned from charitable activities amounts to £55,568 (2021: £190,733).

### Amounts falling due after one year

|           | 2022<br>£ | 2021<br>£ |
|-----------|-----------|-----------|
| Bank loan | 25,000    | 200,000   |

Bank loan due over five years (repayable by instalments) at 31 March 2022 is £nil (2021: 27,323). During the year £150,000 of the loan was repaid early.

### 12. PENSION COSTS

#### Defined Contribution

|                                    | 2022<br>£ | 2021<br>£ |
|------------------------------------|-----------|-----------|
| Contributions payable for the year | 103,930   | 99,010    |

### 13. SHARE CAPITAL

Autism at Kingwood, a registered charity, is a company limited by guarantee, not having any share capital. In the event of a winding up, each member may be required to contribute an amount not exceeding £1 towards the settlement of the company's liabilities.

# Notes to the Financial Statements (continued)

## As at 31 March 2022

### 14. RESTRICTED FUNDS

The income funds of the Charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

| 2022                          | Movement in funds                  |             |                  |                |                                     |
|-------------------------------|------------------------------------|-------------|------------------|----------------|-------------------------------------|
|                               | Balance at<br>1 April<br>2021<br>£ | Income<br>£ | Expenditure<br>£ | Transfers<br>£ | Balance at<br>31 March<br>2022<br>£ |
| Kingwood College              | 232,787                            | -           | ((5,543)         | -              | 227,244                             |
| Sensory rooms                 | 500                                | -           | -                | (500)          | -                                   |
| Kennel Club for Dogs          | 9,254                              | 9,300       | (9,300)          | (9,254)        | -                                   |
| Gardening Coordinator         | 28,000                             | 14,000      | (14,000)         | (14,000)       | 14,000                              |
| Holiday Home                  | 2,963                              | 2,100       | (9,932)          | 4,869          | -                                   |
| Cressingham Road Improvements | -                                  | 2,088       | -                | -              | 2,088                               |
| Other                         | 932                                | 2,435       | (3,367)          | -              | -                                   |
|                               | 274,436                            | 29,923      | (42,142)         | (18,885)       | 243,332                             |

| 2021                  | Movement in funds                  |             |                  |                |                                     |
|-----------------------|------------------------------------|-------------|------------------|----------------|-------------------------------------|
|                       | Balance at<br>1 April<br>2020<br>£ | Income<br>£ | Expenditure<br>£ | Transfers<br>£ | Balance at<br>31 March<br>2021<br>£ |
| Kingwood College      | 238,267                            | -           | (5,480)          | -              | 232,787                             |
| Sensory rooms         | -                                  | 500         | -                | -              | 500                                 |
| Kennel Club for Dogs  | 9,036                              | 9,300       | (9,082)          | -              | 9,254                               |
| Gardening Coordinator | 14,000                             | 14,000      | -                | -              | 28,000                              |
| Holiday home          | 1,648                              | 39,337      | (214)            | (37,808)       | 2,963                               |
| Other                 | 2,165                              | 175         | (1,408)          | -              | 932                                 |
|                       | 265,116                            | 63,312      | (16,184)         | (37,808)       | 274,436                             |

Transfers are reallocation of costs expended related to restricted funds that were met from unrestricted funds.

# Notes to the Financial Statements (continued)

## As at 31 March 2022

### 14. RESTRICTED FUNDS (CONTINUED)

**Kingwood College**  
Kingwood College is now providing life skills training and educational programs to a small group of people aged between 18-25.

Resources expended relates to depreciation of Kingwood College property. The balance will be reduced as property is depreciated.

**Gardening Coordinator**  
Funding received to include grant from the Sobell Foundation as part of a three year grant to employ a gardening coordinator who will work with PWS at Henley Allotments.

**Kennel Club for Dogs**  
Grant received in year as part of three year grant from The Kennel Club Charitable Trust to fund the project for animal assisted intervention for autistic adults.

### 15. DESIGNATED FUNDS

| 2022             | Movement in funds                  |                            |                            |                                   |                                     |
|------------------|------------------------------------|----------------------------|----------------------------|-----------------------------------|-------------------------------------|
|                  | Balance at<br>1 April<br>2021<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Transfer<br>between<br>funds<br>£ | Balance at<br>31 March<br>2022<br>£ |
| Development fund | 78,578                             | -                          | (13,393)                   | -                                 | 65,185                              |
|                  | 78,578                             | -                          | (13,393)                   | -                                 | 65,185                              |

| 2021             | Movement in funds                  |                            |                            |                                   |                                     |
|------------------|------------------------------------|----------------------------|----------------------------|-----------------------------------|-------------------------------------|
|                  | Balance at<br>1 April<br>2020<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Transfer<br>between<br>funds<br>£ | Balance at<br>31 March<br>2021<br>£ |
| Development fund | 122,189                            | -                          | (43,611)                   | -                                 | 78,578                              |
|                  | 122,189                            | -                          | (43,611)                   | -                                 | 78,578                              |

**Development fund**  
Funds set aside by the Trustees for projects including strengthening autism experience, identifying and undertaking research and accessing activities in the community.

# Notes to the Financial Statements (continued)

## As at 31 March 2022

### 16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Fund balances at 31 March 2022 are represented by:

|                                                | Unrestricted funds<br>£ | Designated funds<br>£ | Restricted funds<br>£ | Total<br>£       |
|------------------------------------------------|-------------------------|-----------------------|-----------------------|------------------|
| Tangible fixed assets                          | 949,598                 | -                     | 227,244               | 1,176,842        |
| Current assets                                 | 2,438,920               | 65,185                | 16,088                | 2,519,563        |
| Creditors: amounts falling due within one year | (1,341,471)             | -                     | -                     | (1,341,471)      |
| Creditors: amounts falling due after one year  | (25,000)                | -                     | -                     | (25,000)         |
|                                                | <b>2,021,417</b>        | <b>65,185</b>         | <b>243,332</b>        | <b>2,329,934</b> |

### 17. ANALYSIS OF CHANGES IN NET DEBT

|                                            | Balance at<br>1 April<br>2021<br>£ | Cash-flows<br>£ | Balance at<br>31 March<br>2022<br>£ |
|--------------------------------------------|------------------------------------|-----------------|-------------------------------------|
| Cash                                       | <b>1,051,523</b>                   | 169,897         | <b>1,221,420</b>                    |
| Loans falling due within one year          | <b>(50,000)</b>                    | -               | <b>(50,000)</b>                     |
| Loans falling due after more than one year | <b>(200,000)</b>                   | 175,000         | <b>(25,000)</b>                     |
|                                            | <b>(250,000)</b>                   | 175,000         | <b>(75,000)</b>                     |
| <b>Total</b>                               | <b>801,523</b>                     | <b>344,897</b>  | <b>1,146,420</b>                    |

### 18. COMMITMENTS UNDER OPERATING LEASES

At 31 March 2022 the company had a total of future minimum lease payments under non-cancellable operating leases for each of the following periods:

|                                                   | Land and buildings |                |
|---------------------------------------------------|--------------------|----------------|
|                                                   | 2022<br>£          | 2021<br>£      |
| Expiry date:                                      |                    |                |
| Not later than one year                           | 106,450            | 85,957         |
| Later than one year and not later than five years | 63,650             | 85,589         |
|                                                   | <b>170,100</b>     | <b>171,546</b> |

### **Autism at Kingwood**

2 Chalfont Court  
Chalfont Close  
Lower Earley  
Reading  
RG6 5SY

0118 931 0143  
[info@kingwood.org.uk](mailto:info@kingwood.org.uk)  
[www.kingwood.org.uk](http://www.kingwood.org.uk)

Autism at Kingwood is a UK registered charity,  
managed by a highly skilled Senior Leadership  
Team and led by a Board of Trustees

Charity No.1041924  
Autism at Kingwood is a company limited by  
guarantee. Registered in England No. 2980543



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# Accounts

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# Autism at Kingwood Annual Report and Accounts 2020-2021

Our vision is a world that  
embraces autism.

*Embracing  
Autism*



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# Charity Management and Honorary Roles

**Trustees**

John Finney – Chair (01/01/2021)  
Sandra Meadows – Acting Chair (to 31/12/2020)  
David Swann – Treasurer  
Lisa Basford (29/4/2020)  
Steve Bastiman-Davies  
Dr Steven Carnaby  
Rebecca Vickers

**Key Management**

Kate Allen – Chief Executive  
Estelle Christmas – Chief Operating Officer

**Patrons**

Dame Stephanie Shirley CH – Founder Patron  
Lady Sonia Hornby  
Professor Anthony Bailey  
Virginia Bovell OBE  
Nick Hornby  
The Rt Rev. and the Rt Hon. Lord Chartres GCVO  
Sue McGregor CBE  
John Lubbock CBE  
Jeremy Irons  
Sophie Mirman  
The Lord Puttnam of Queensgate CBE

**Registered/Principal Office**

2 Chalfont Court, Chalfont Close,  
Lower Earley, Reading, RG5 5SY  
0118 931 0143  
www.kingwood.org.uk  
info@kingwood.org.uk

Charity Number: 1041924  
Company Number: 02980543

**Auditors**

Edwin Smith Chartered Accountants  
32 Queens Road, Reading, RG1 4AU

**Bankers**

National Westminster Bank plc.  
18 Market Place, Henley-on-Thames

# From the Chair and Chief Executive

The last year certainly had its challenges. However, amongst it all were also successes, achievements and new experiences, and whilst we reflect on the impact of Covid-19 later on pages 6 and 7, there was much more to 2020/21 than just the pandemic.

Unsurprisingly, some of our ambitions for Year 2 of our strategic plan, *Embracing Autism: Supporting the Future*, had to be adjusted as our attentions were diverted to the new situation. However, it became apparent that the opportunity for people we support and employees to have access to a space for time out and relaxation was going to become even more important. So undeterred by the countrywide drop in fundraising, we persevered with our Holiday Home campaign and we were delighted to secure the £40,985.75 we needed to purchase a wonderful two bedroom caravan in Hardwick Park in Witney, Oxfordshire.

And although initially all new home movements were halted, this didn't hold us back in our target to support more autistic adults; we supported 13 autistic people to move and settle into their new homes, making new friends and establishing new relationships despite the limitations on social activity.

We continued also to contribute to the Transforming Care Agenda assisting commissioners in Wiltshire to set-up services for autistic

people residing in hospital or treatment and assessment units.

Recognising that it is our frontline employees who make the difference every day to the people we support and frustrated at the long term austerity that has placed limitations on pay, we launched the campaign #BetterPay4SocialCare. With the backing of 27 other social care organisations across the country, we intend to take our call for action to the Treasury this coming autumn.

The role of Chair was shared this year with Sandy Meadows supporting the charity through the pandemic and handing the baton to John Finney in January 2021. Sandy's support for Autism at Kingwood has been unwavering throughout her tenure and we are truly grateful for all that she has done and continues to do as we move into a new period of Chairmanship. John brings a wealth of business expertise that is of particular help as the social care sector continues to push back against ongoing austerity and cuts.

The intention for the coming year ahead is one of taking stock and rebuilding resilience in readiness to carry on helping autistic people with our typical enthusiasm and positivity.

As you read through this annual review, a reflection on the ups and downs of the last year, the standout point has to be each, and every Autism at Kingwood employee. We are so incredibly

proud of all that the charity has done during such difficult times and it could not have been achieved without the dedication, support, skill and loyalty of each employee in the wider Kingwood team.

Erring on the side of caution and sensibility, it will unfortunately be another year without our large Annual Celebration; however, this will only serve to make the reunion next year all the more enjoyable.

As Chair and Chief Executive, we both very much look forward to welcoming you all, in person, to what will truly be a wonderful annual celebration in the year ahead of us.



**Kate Allen**  
Chief Executive



**John Finney**  
Chair

"I am proud to have taken on the role of Chair for Autism at Kingwood, and I am committed to doing what I can to enable the charity to thrive and succeed in its mission. The integrity and passion of the entire Kingwood team for delivering such a high level of specialist care is striking. At the organisation level, my priorities are to ensure that outstanding care provided by our team is recognised by the government and local authorities alike, ensuring continuous long-term stability to our organisation. For our staff, my focus is to prioritise the Real Living Wage for our brilliant care workers. As importantly, expanding our focus towards even higher levels of social care, employment opportunities and diagnostic support to expand the potential and well-being of the deserving autistic individuals under the care of Autism at Kingwood."

**John Finney**  
Chair



"We could not have survived the last year and achieved all that we did without the dedication and skill of each employee in the Kingwood Team. I am so, so proud of Autism at Kingwood."

**Kate Allen**  
Chief Executive

"Last year was an extremely challenging year for Autism at Kingwood with Covid-19 sweeping the nation and it is thanks to the dedication of our staff being prepared to go beyond the expected that enabled us to come through this. My heart-felt thanks goes to them."

**Sandra Meadows**  
Acting Chair to December 2020



# Covid-19 – Our Response

As 2020 started, the charity and its Senior Leadership Team were closely monitoring the position around the inevitable outbreak and spread of Covid-19. We had undertaken a number of actions throughout February as precautionary measures: we were ready and prepared. When the announcement came on the 23 March to lockdown and 'Stay at Home', those who could did with the focus on supporting those who couldn't.

However, no one was prepared for what followed. It has been one of the hardest years that the charity has faced. We had to make drastic changes to the way we functioned, and so much of what we did had to change in order to focus on the priority which was primarily, and quite simply, keeping people safe and alive.

Whilst much of the country paused, Autism at Kingwood (like others in health and social care) did the opposite. Responding to the rapidly changing guidance from the Government and Public Health England as their knowledge of Covid-19 grew, tension increased, pace increased and responsibility increased. Holidays were cancelled, annual leave plans changed, overtime went up and along with it the determination to do the very best we could. We never take for granted the enormous responsibility we have, looking after some of the most vulnerable people in our society.

As a diligent support provider, Autism at Kingwood has always been vigilant around infection control, with thorough policies and procedures. As a measure of preparedness, prior to the outbreak of Covid-19 in the UK, we had already created and distributed our own preparation plan to all managers across the organisation with guidance on how we would respond if the coronavirus were to have an impact on the people we support and/or our staff teams.

With the health and well-being of people we support and our employees at the heart of our actions, we initiated our business continuity plan swiftly and we were able to:

- Introduce three weekly Covid-19 risk management and response briefings.
- Source adequate PPE in a timely manner and ensure all staff were trained and adhered to PPE and hand-washing guidelines.
- Move almost all our training to e-learning (critical training around working with people in difficult situations had to remain face-to-face with additional enhanced infection control measures to protect attendees).
- Introduce new technology and develop new skills rapidly to enable successful remote working.
- Increase communication with a weekly update to people we support, staff and families from CEO Kate

Allen, providing updates and incidence of Covid-19 cases.

- Proactively promote our existing external, confidential employee well-being scheme to our staff.
- Increase our occupational sick pay entitlement by two weeks for Covid-19 related instances.
- Introduce a laundry allowance to contribute towards washing costs for our support workers, so that they could wash their clothes at the end of each shift.
- Offer a host and guest allowance for colleagues who chose to stay with one another, to minimise the transmission risk of going home.
- Create an online resource hub for staff.
- Create accessible information with a video using Makaton sign language to explain social distancing and hand washing to help people we support.

The impact Covid-19 had on people we support and staff was significant. Some autistic people experienced less anxiety as social expectations reduced and settings became more peaceful. Others struggled considerably with the sudden change in routines, seeing their support workers in masks, the restricted access to normal day-to-day activities

and social isolation. For many the changing guidance and rules from the government was confusing and we saw the impact of all these factors on the mental health of both people we support and those caring for them. Some people we support chose to cancel support and isolate.

Despite facing their own personal challenges outside of work and keeping their own families safe, support staff responded with commitment and compassion. We were proud that our front-line support workers were acknowledged for the first time as key workers during the early months of the pandemic.

Support staff went the extra mile to ensure people remained safe and, because of them, cases remained low. During the year, ten people we support caught the virus; all made a full recovery without overnight hospitalisation.

Although it was frustrating that local authorities each had different processes, as identified key workers, Autism at Kingwood employees were able to access the vaccination relatively quickly in the roll out plan, quickly surpassing the 80% target as advised by the British Medical Journal (BMJ). We continue to strongly encourage employees to follow Government guidance and get vaccinated as research continues to suggest that vaccination is an important step in both helping reduce transmission rates and highly effective at preventing hospitalisation and death.

“ It has been one of the hardest years that the charity has faced. We had to make drastic changes to way we functioned and so much of what we did had to change in order to focus on the priority which was primarily, and quite simply, keeping people safe, and alive.

”

At the time of writing this, 142,000 people have died as a result of Covid. It is with overwhelming emotions that we reflect that, despite continuing to provide direct care daily to more than 120 autistic people, no one we support died as a result of Covid-19 and no employees died as a result of Covid-19.

This may be one of the most significant and important outcomes the charity has ever had.



# Life in Lockdown

## Commitment

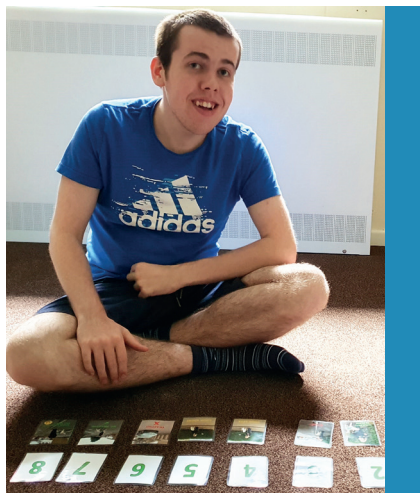
When the first lockdown came along, I had to make a decision about how I would care for and protect my children. I am a single parent and my eldest has autism and a few other conditions which leave him with a weaker immune system. Not working wasn't an option financially and I didn't want to be out of work for five months as I would lose relationships with the people we support, and I would have felt that I was letting my team down.

After speaking to my parents, I realised that for me to be able to continue to do my role and to protect my children, my children would need to move in with them."

**Beth, Support Worker**

## Continuing Services

During lockdown, our one-to-one work with disability assistance dog charity Dogs for Good went virtual. We found ways of continuing support to individuals who were working with Fleck, so they could continue to work towards their personal goals, such as continuing to learn about road safety using cards.



We made social stories to explain why Fleck the dog wasn't visiting, a jigsaw puzzle made from a photo of Fleck, cards from Fleck and a birthday card for Fleck! Autism at Kingwood and Dogs for Good found ways to boost morale and maintain progress towards peoples' progress.

As soon as lockdown was lifted, it was business as usual at our large allotment in Henley-on-Thames. Adam, our Gardening Coordinator, ensured people we support continued to enjoy the therapeutic benefits of being outdoors, working with as many people as possible, depending on restrictions.



## Being Productive

"Catalin coloured this blanket during lockdown - he's brilliant in choosing colours. We have ironed it and it can be washed and used to sit on during outdoor activities."

**Milca, Support Worker**

"Our staff at our Wallingford service transformed the garden shed into a shop, so that the people they supported could still have a shopping experience. And then, during December, it morphed into a grotto and hosted a memorable Christmas party!"



## Getting Out

"Hi, I'm Jamie and I am supported by Autism at Kingwood. I am autistic and set up litter picking voluntary groups in Bicester and Banbury to encourage other people to bin their litter responsibly. This



This is a great way to help the local councils with their mission to collect rubbish and keep local areas tidy so we can all enjoy them - this could also help to prevent many more viruses from spreading."

**Jamie won the 2020 Bicester Local Heroes Award!**

## Families

Being parted from loved ones was upsetting for many of the people we support and their families. As soon as restrictions were lifted, we enabled families to be reunited.

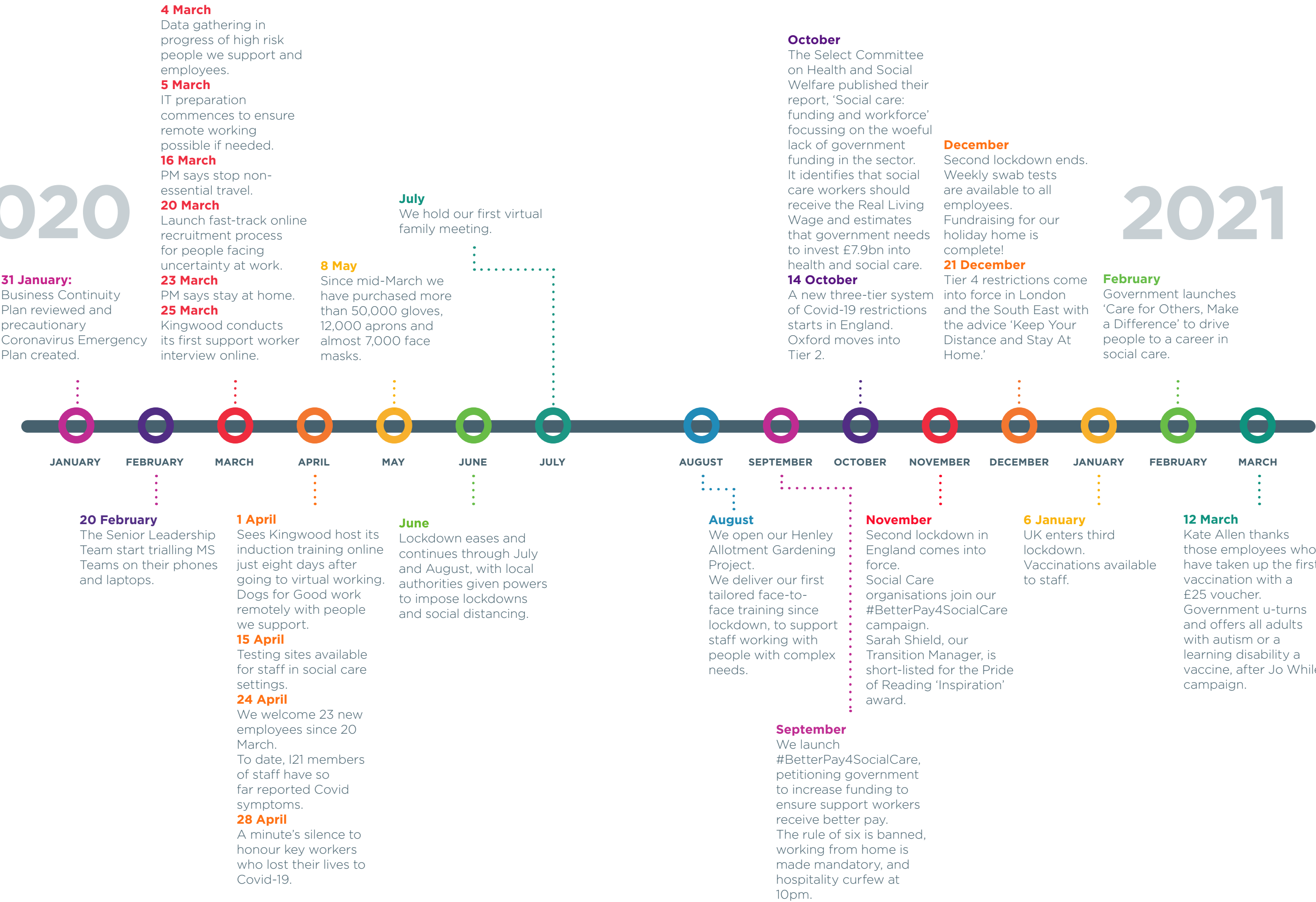
"When we stand out on our doorsteps on a Thursday night and clap a lot of my claps are for you and your staff as without you being there and doing what you do in this difficult situation, I dread to think what would happen to our sons. So can you please share with all your staff so they at least know that we are so thankful for your amazing and dedicated work, work that at times goes completely unnoticed. Thank you all from us here. You are our heroes."

**A family member**

Timeline

2020

2021



# Better Pay for Social Care

The pandemic has shown just how much we rely on our nation's 1.52m care and skilled support workers and the risks they take to do their job.

At Autism at Kingwood, frontline staff cancelled holidays, undertook overtime and lived away from their families, to ensure that the people they support remained safe; they truly went above and beyond for those they support, Autism at Kingwood and to society.

We showed our appreciation through words, but this wasn't enough. There was an elephant in the room called 'Low Pay'. The Senior Leadership Team had to do something about this.

The salary our support workers receive is determined by an hourly rate that local authorities pay us. Our calculation shows,



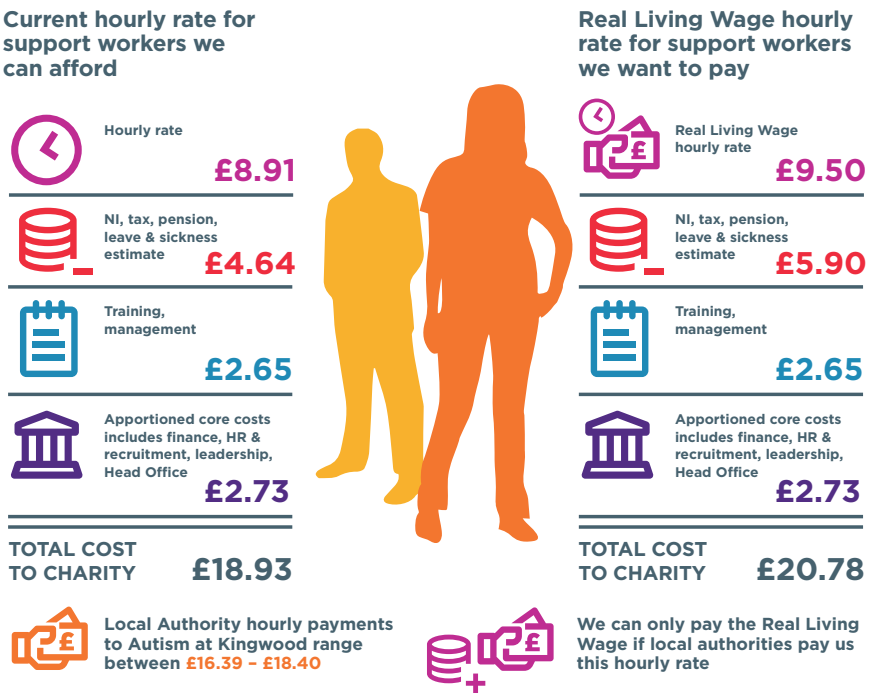
on the left column, how much we can pay a support worker based on the rates we receive. The column on the right identifies how much we need from local authorities, in order to pay the Real Living Wage (this is the amount that has been calculated by the Real

Living Wage Foundation as the minimum amount to live on).

We therefore decided to launch a petition calling on government to provide increased ring-fenced funding to local authorities to pass on to social care providers so that all social care workers receive a minimum of the Real Living Wage.

<https://you.38degrees.org.uk/petitions/betterpay4socialcare>

We reached out to other social care organisations in England, and set up a collaboration - [www.betterpay4socialcare.org](http://www.betterpay4socialcare.org), all working to promote the petition, which we will continue to promote and deliver to the government in 2021.



# Annual Review – Our Vision, Mission, Strategy, Achievements and Plans

The Board of Trustees and Senior Leadership Team continue to embrace the three-year strategic plan taking the charity through 2019 to 2022.

Our vision is simply a world that embraces autism.

Our mission is to enable each person we support to develop greater independence, discover their potential and enjoy a better quality of life.

In 2019 we identified five strategic objectives that will enable us to achieve our mission. We have a strong track record in collaboration and we strive to achieve our

mission through working with those who can help us: autistic people, including those we support; relatives of autistic people; our workforce; other organisations and other professionals.

“Our vision is simply a world that embraces autism.”



|                      |                                                                                                                                                                                                                                                                       |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 EXPERT SUPPORT     | To deliver high quality service provision that meets the changing needs of people we support and is safe, caring, responsive, effective and well-led. To embed the Kingwood Approach model of support with consideration to emerging best practice within the sector. |
| 2 FINANCIALLY FIT    | To be economically viable with a forecast for on-going financial stability.                                                                                                                                                                                           |
| 3 REPUTATION & REACH | To strengthen further our reputation, develop the range of services and widen our geographical spread.                                                                                                                                                                |
| 4 OPPORTUNITIES      | To develop a wider range of meaningful development and leisure opportunities and activities, including employment, for people we support.                                                                                                                             |
| 5 INFORM & INFLUENCE | To raise awareness of autism and contribute to the evidence base seeking to improve the quality of life for autistic people.                                                                                                                                          |

# Expert Support

### Wiltshire Specialist Support

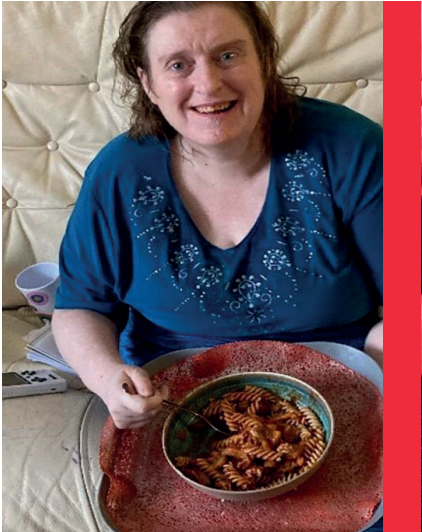
Autism at Kingwood was chosen by Wiltshire Clinical Commissioning Group to set up specialist support for vulnerable autistic adults who were in long-term inpatient assessment units.

Working alongside international organisation 'Lives Through Friends', our Berkshire and Wiltshire Area Manager, Sarah Shield, embarked on our long-term programme, supporting people to move out of this type of care, and assist them and their families in the creation of the lives that they aspire to.

Estelle Christmas, our COO said: "Our aim is to facilitate arrangements for individuals whose lives may have been blighted by the system, who may have spent overly long periods of time in hospital away from their families, or whose 'challenging' reputations have gone before them making it difficult for effective care and support to be sourced.



**“ We continue to be proud of our ability to reach out to some of the most marginalised and vulnerable people of our society... ”**



The creative and empowering aspect of this means that individuals have a real say in who supports them. We continue to be proud of our ability to reach out to some of the most marginalised and vulnerable people of our society and take immense pride in the commitment and dedication of our workforce in paving the way for this to happen.”

We supported Lee out of long-term care and into a place she can call home, working with her and her family to ensure she was able to make her own choices about the life she wants to lead.

Lee’s mum says: “I talk to parents every day and it has become apparent and crucial that autistic people

have adjustments to life to make allowances for sensory processing. It has become common place for parents to withdraw their children from school because of this. The school, hospital, and many more environments are completely inappropriate for autistic people, it creates grave anxiety which goes on to be carried throughout life. The hospital environment did profound damage to Lee, physically and mentally.”

### Windrush House, Oxfordshire

Following a lot of hard work and development activity during the considerably challenging period of the pandemic, Kingwood was delighted to open the doors of ‘Windrush’, a beautiful supported living home situated in Witney. We had pleasure in greeting four autistic women to who were supported to move in at a level and pace conducive to their needs.

The staff pulled together to ensure the environment was warm and welcoming for the women.

This was a significant life change for each of the women and we allocated our specialist Autism Support Practitioner, Jayme, to provide additional support to help the transition. Jayme says: “I love what I do



because I get to go into a service where somebody isn’t very happy, or experiencing problems or struggling with something and I can help to make them feel better. In an ideal world, I can walk away knowing that person is happy and settled and has the best quality of life that they can.”



Autism at Kingwood is proud to deliver the Oxfordshire Adult Autism Diagnostic & Support Service (OAADSS), commissioned by the Oxfordshire Clinical Commissioning Group.

Since the launch in July 2018, OAADSS has received 1,049 referrals from people living in Oxfordshire, either from self-referral or via GPs. Of these, 406 people have already received a diagnostic assessment. In addition to diagnosis, OAADSS has responded to 551 enquiries for advice and guidance and delivered 18 skills workshops to 193 people.

understanding of myself and how to manage struggles. I also had for two-three months or so some weekly 1-2-1 meetings with one of their staff so they could give me personalised support and tips/tricks on how to make life easier. It was very good and helpful. They made me work on my acceptance. It is still a work in progress but I made great progress with them and I will be forever grateful for their time and patience.”

**Alexandrine Kantor**



During the year, OAADSS received 467 referrals, and 107 received an assessment. The OAADSS workshops cover topics including understanding autism, social communication, sensory challenges, mental health and well-being, moving on after diagnosis, what’s next, budgeting, emotional resilience and executive functioning.

“OAADSS diagnosed me in October. Then I enrolled for their virtual workshops to help me get on with life with a new

## 2022 Next year we will:

**Create a highly specialist Transforming Lives team to support autistic people across our services, as well as assisting people in moving on from institutional settings such as the Assessment and Treatment Units (ATUs).**

**In Kingwood’s opinion, what isn’t acceptable is for the individual to remain within that environment for any unnecessary extended period of time due to the lack of community expertise and resource provision.**

**Kingwood’s Transforming Lives team will pave the way for positively impacting the lives of many people who currently reside within such environments and enable them opportunities for more inclusive and meaningful lives.**

# Financially Fit

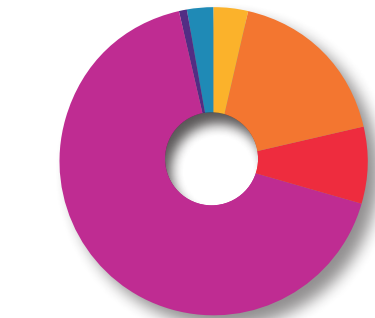
The 2020-21 financial year was one of great and constant uncertainty as Covid-19 associated costs escalated, income became unreliable and development plans halted. Although a key objective for the year had been to redesign financial processes, as with services, the priority instead became our Covid response.

However, financially it was a positive year overall bringing with it a surplus on core services of £105,715 and an overall net position (including expenditure on value added projects and donations) of £239,420.

In order to stabilise those providing adult social care and protect income, local authorities committed to continuing payment for those individuals who were declining support as a result of Covid. This was a critical action as employee costs escalated with the increased sickness and absence that continued throughout the year as employees were unwell, or shielding and self-isolating, whether by choice or as notified by Track & Trace.

A delicate balancing act followed throughout the year; recruiting and appointing new staff alongside a heavy reliance on the use of well-known but expensive agency staff in order to maintain critical support, yet minimising movements between services in order to protect against the risk of transmission.

Autism at Kingwood 2020/21 Financial Performance



**Income**

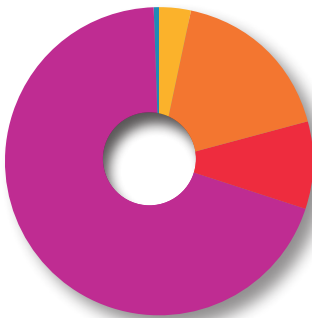
|                            |                   |
|----------------------------|-------------------|
| ● Oxfordshire Adult Autism |                   |
| Diagnostic Service         | £300,000          |
| ● Berkshire                | £1,467,143        |
| ● Buckinghamshire          | £66,3925          |
| ● Oxfordshire              | £5,522,320        |
| ● Fundraising              | £76,540           |
| ● Other income             | £215,135          |
| <b>Total</b>               | <b>£8,245,063</b> |

As part of efforts to support employees revised sickness entitlements and allowances were introduced and Covid-19 payments from the government were a welcome relief as they contributed towards the additional expenditure. Although grateful for the VAT exemption, extensive costs were incurred due to PPE with the year total of £29,934.

In order to minimise expenditure, Autism at Kingwood halted recruitment for all non-essential roles including those in HR, Practice & Operations. Operationally, this was a delicate balance with increased workloads and at a time of significant pressure. However, we managed carefully and successfully for an interim period.

A significant reduction in travel by both non-frontline staff and those undertaking training considerably reduced the organisation's expenditure. As with most companies, a hybrid model has been adopted for the future that will see some of those savings continue.

Although the first quarter of the year saw almost all



**Expenditure**

|                            |                   |
|----------------------------|-------------------|
| ● Oxfordshire Adult Autism |                   |
| Diagnostic Service         | £274,318          |
| ● Berkshire                | £1,400,189        |
| ● Buckinghamshire          | £748,963          |
| ● Oxfordshire              | £5,543,530        |
| ● Fundraising              | £8,709            |
| ● Other expenditure        | £29,934           |
| <b>Total</b>               | <b>£8,005,643</b> |

new support and transition arrangements stop, the needs of autistic people continue, pandemic or otherwise, and so as the year progressed new services were opened in Oxfordshire, vacancies filled in Buckinghamshire and Oxfordshire, and a new contract model was established with Wiltshire commissioners.

The uncertainty of income and expenditure during the first half of the year, alongside the change in finance personnel, saw the cash flow risk increase. However, the charity's cash position had improved by £446,027 in the year, to reach £1,051,523 (2019/20: £605,496).

Investing in the needs of the charity at such a critical time, a change in the structure of the finance team saw the introduction of a Chief Financial Officer and Finance Manager. Together the team contributed significantly to driving change.

**Reserves**  
The charity maintains adequate cash reserves in light of the main risks to the organisation. For the 2020/21 year the charity held free reserves of £300k. For the coming 2021/22 year this will be increased to £550k.

# Reputation and Reach

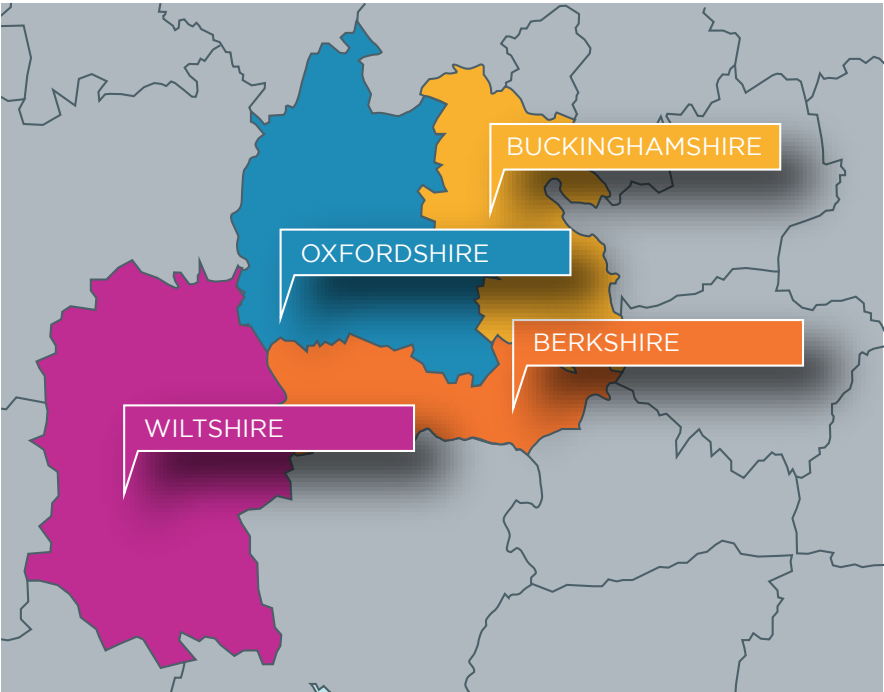
The number of people we supported increased from 127 to 140 by the end of the year. We developed two new supported living services in Oxfordshire, providing support to nine people. Our Outreach support, where we provide a few hours each week to help people live independently, also increased.

We increased our reach to Wiltshire, where we embarked on specialist work, supporting people in their transition from inpatient care into the community.

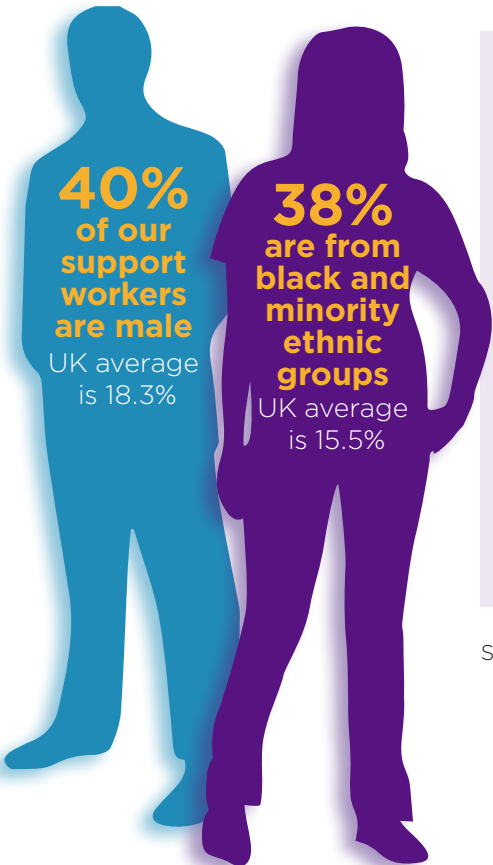
**Equality, Diversity and Inclusion**  
We are committed to ensuring that everyone is treated with dignity and respect; no person acting on our behalf shall discriminate in any situation against another individual or group, directly or indirectly. We actively encourage applications from individuals with diverse backgrounds.

During the latter half of 2020, we improved the data we collect on employees to better audit our diversity. Against the trend for social care, our frontline workforce has a good gender balance and we can evidence diversity across ethnicity. We will build further on this good foundation.

Autism at Kingwood's referral and assessment process does not discriminate against any autistic people regardless of their background, ethnicity or lifestyle. However, whilst we do provide support to some



autistic people from ethnic minority backgrounds, they are within the minority.



## 2022 Next year we will:

Continue to proactively respond to the government's 'Transforming Care' agenda around moving people out of inpatient assessment units; to be a specialist exemplar for others.

Ensure we are doing our best to deliver Equality, Diversity and Inclusion to the people we support and our staff'

Source: NHS National Statistics 2020

# Equality, Diversity and Inclusion (EDI)

EDI ensures fair treatment and opportunity for all and the eradication of prejudice and discrimination at work.

Autism at Kingwood has a comprehensive Equality Opportunities Policy that is extended further with clear guidance around the provision of a Positive Working Environment.

We provide training during our induction programme on discrimination, equality and diversity; discussing the significance of happiness and personal well-being in the workplace. The Senior Leadership and Management Teams have completed Equality and Diversity training within the last 12 months to ensure it remains at the forefront of practice.

Yet research, people's experiences and data all show evidence that there is room for improved diversity within the charitable sector.

Autism at Kingwood joined the collaboration Racial Equality Matters to feed our learning and drive improvements not just across our organisation but all areas where we as a charity and/or individual can influence change.

We are committed to undertake the following, in our drive to be the best we can in being an organisation that ensures equality, diversity and inclusion.



**A programme of learning on unconscious bias will be rolled out across the organisation with all members of the Senior Leadership and Management teams.**



**In order to make more positive steps towards improving our diversity and becoming more inclusive, we will actively seek the views of those groups who govern us, who we employ and who we support.**



**We will complete an EDI audit of trustee diversity and the Chair and CEO we will take a targeted recruitment approach to address identified gaps.**



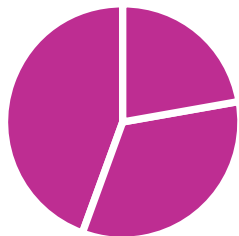
**We will identify and remove any barriers that might prevent the progression of employees from a diverse range of backgrounds.**



**We will collate diversity data for the geographical areas in which we work and identify local targets on reaching ethnic minority autistic people.**



**The charity's existing Equal Opportunities Policy will be reviewed to improve diversity and inclusion.**



**We will share the results of our diversity statistics on our website and agree two year targets with our HR Committee and Board of Trustees. This will be reviewed annually.**



**We will analyse our diversity data and share transparently on our website. From this we can identify gaps and measures we might take to improve the diversity of our workforce across all levels.**



**We will seek feedback and opinion from our ethnic minority employees to guide our response.**



**We will monitor the referrals received to explore how we might improve the reach and accessibility of our services.**

# Opportunities

### The Henley Allotment

We secured three-year funding to employ a Gardening Coordinator in 2020, and were delighted to host a socially distanced event in July, where our patron, Jeremy Irons, officially opened the project.

The Henley allotment project enables people we support to enjoy tranquillity, gardening therapy and the outdoors, and has been a valuable resource to people experiencing heightened anxiety due to lockdown and the pandemic.

Adam, our Gardening Coordinator, supports autistic gardeners in their allotment planning, activity and skills development in a safe space. During the year, they were able to successfully grow a wide variety of fruit and vegetables, from both our donated poly-tunnel and outdoor space.



Ben is a regular at the Henley allotment. Adam says: “Ben is as committed as ever to the project and has been working really hard this month. He has helped create a new accessible raised bed, helped with painting around the site and also put lots of wood chip around the walk ways and keeping the

grass areas neatly mown. While Ben really seems to enjoy the physical side of things (digging, mowing, painting etc.), he has never showed much interest in the growing side of things. However, after a few conversations about what he likes to eat and with a lot of encouragement he agreed to be allocated a bed to grow his own produce. Ben has chosen to grow things he will eat (very wise) including potatoes, garlic, strawberries, corn and still has left some room for other stuff that he fancies having a go at. Ben is a great asset to the project and his hard work and commitment are to be commended.”

### Holiday Home

Lockdown wasn’t an easy year in which to fundraise, and so we were grateful to receive funding to buy a holiday home for autistic adults, their families and our incredible frontline support workers. The mobile home is set in a peaceful holiday setting in rural west Oxfordshire and will be available for people to stay for short or week-long breaks.

“ Ben is as committed as ever to the project and has been working really hard this month. ”



Many people supported by Autism at Kingwood do not have easy access to an affordable holiday – or to respite when things get difficult. Holidays and specialist holidays for people with disabilities are available, but they are too expensive for many who rely on local authority social care packages.

Covid-19 has caused heightened anxiety amongst people we support; having this holiday home established in 2021 will help us provide therapeutic breaks to help reduce those built-up anxieties.

### Thank You!

We would be unable to fulfil these projects without the generosity of our supporters. With much needed emergency funding required across the country, we are grateful that individuals, organisations, companies and trusts nevertheless chose to support Autism at Kingwood.

Sincere thanks to those who helped fund and kit out our holiday home, including the Doris Field Charitable Trust, Mr and Mrs J A Pye’s Charitable Settlement, Adrian Swire Charitable Trust, Ammco Trust, P F Charitable Trust, Christopher Laing Foundation, Bartlett Taylor Charitable Trust, Baily Thomas Charitable Fund, Ormonde Foundation and the Shanly Foundation. We deeply appreciate the support of parents, people we support, staff, patrons and trustees who donated, or set up Facebook Birthday Fundraisers, with special acknowledgement to John Finney for his generous donation.

A charitable trust continues to fund the salary of our Gardening Coordinator and during the year, we were supported through donations to buy much needed materials and equipment, enabling Adam and people we support to make benches and tables, purchase

plants, and create a mindfulness area. Thanks to Simply Plants, Gibbs & Dandy, UK Gay Gardeners and The Silvers’ Workshop for their donations.

The Kennel Club Charitable Trust also continued to fund the important work we do with Dogs for Good.

We received unrestricted income, enabling us to provide activities and added-value to people we support. Thank you to the Thomas J Horne Memorial Trust; we received a legacy gift from a parent of someone we support, which we honour with gratitude. We are grateful also to our supporters who provide regular giving with a monthly donation, helping us to plan for future fundraising projects.

Thanks to The Ethical Branding Co. for its significant pro-bono work throughout the year.

### We made it!

Thank you to everyone who has helped us raise funds for our holiday home

Stage 1  
COMPLETE  
Deposit on the caravan to secure it and the plot  
£3,750

Stage 2  
COMPLETE  
Process of buying home  
£37,500

Stage 3  
COMPLETE  
All required funds raised!  
£40,985.75

## 2022

Next year we will:

- Continue to fundraise to create a Skills, Activities and Work Manager to develop opportunities across the Thames Valley.
- Use unrestricted income to allocate small grants for people we support to enable them to participate in meaningful activities.

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# Inform and Influence



**Better Pay for Social Care Campaign**  
We set up this campaign to call on government to increase funding so that our nation's support and care workers received a minimum of the Real Living Wage. Over 20 social care organisations joined our campaign during the year:  
[www.betterpay4socialcare.org](http://www.betterpay4socialcare.org)  
The #BetterPay4SocialCare partnership then became a joint member of the Future Social Care Coalition, set up initially by former Health and Social Care ministers, union and charity leaders, campaigning for social care reform.



**Racial Equality Matters**  
With a commitment to Equality, Diversity and Inclusion (EDI), we joined the collaboration Racial Equality Matters to feed our learning and drive improvements not just across our organisation but all areas where we as a charity and/or individual can influence change. Our CEO Kate pledges to:

“Set a zero tolerance to racism and micro-aggressions policy, with published, clear consequences for those that do not adhere; build the mechanisms to identify, develop and promote ethnic minority people and develop the talent pipeline; annually publish our ethnicity pay gap and set targets with an action plan to meet them; ensure all elements of reward and recognition, from appraisals to bonuses, are fair and reflect the racial diversity of the organisation; actively sponsor ethnic minority (especially black) talent in our workplace; set stretching targets and collate information, including Board and Senior Leadership Team race diversity targets and breakdown of employees by race and pay band.”



**Global Equality Collective**  
We committed to working with the Global Equality Collective to be part of the dialogue that can help achieve equality.



**ACEVO**  
Kate signed up to the ACEVO (Association of Chief Executives of Voluntary Organisations) Eight Principles on Challenging and Changing Diversity in the Charity Sector.

**The Seldom Heard Project**  
Exploring how the views of people with severe or profound learning disabilities and autism can be better heard in decisions about their support and their lives, Autism at Kingwood is an active member of the advisory group to NHS England funded research led by the Challenging Behaviour Foundation and the Tizard centre. *No Words but Lots to Say* will be published in the coming year.



**2022**  
Next year we will continue to:

- Advocate and work with partners, to support autistic people leaving hospital.
- Organise action and deliver our petition for enhanced recognition and pay for social care workers.

Report on our environmental impact, and set targets to reduce our carbon footprint.

# Structure, Governance and Management

Charitable status was granted to Autism at Kingwood on 3 November 1994, known then as The Kingwood Trust. The charity is a private company limited by guarantee. Its governing documents are its Memorandum and Articles of Association.

The Autism at Kingwood Board of Trustees sets the strategy and monitors the charity's key risks. Responsibility for implementing the strategy and day-to-day operational issues sits with the Chief Executive who, in turn, is supported by a team of suitability qualified and skilled individuals.

Good governance is achieved through sub-committees meeting regularly throughout the year and making recommendations to the full Board, which meets four times a year. These sub-committees include Risk & Care Practice, Finance & Development and Human Resources. Furthermore the Board Members maintain regular contact with the Chief Executive throughout the year.

The skills and expertise required within the Board of Trustees are reviewed regularly to help the charity deliver its objectives. If gaps are identified or a vacancy occurs, new trustees with the appropriate skills and experience are identified.

On 31 March 2021, there were seven Board of Trustees members and the year saw a handover from Interim Chair Sandra Meadows, to newly appointed Chair John Finney alongside the appointment of

Lisa Basford to the Board and HR Committee.

All trustees are offered a full induction when they join and trustee training is available to keep trustees up to date with the environment in which the charity operates. All trustees give of their time voluntarily without remuneration. Details of trustees' reimbursed expenses are disclosed in note 6. The pay of senior staff is reviewed annually and trustees benchmark pay levels against the market rates for comparable roles and the ability to retain key personnel.

### Risk Management

The Board is ultimately responsible for setting the risk appetite and making sure we mitigate risks as far as possible.

It delegates to the appropriate sub-committee with relevant extracts from both the Risk Matrix and Business Plan presented for scrutiny and oversight with discussion focusing predominantly on those more significant risks. The full accumulated risk register is presented to the Trustees at Board meetings at least three times a year.

While the Board generally takes a prudent approach to risk management, it recognises that things do go wrong from time to time, and accepts that we need to take some risks to be able to grow. The risk management framework is designed to give a clear view of our risks and make sure we're not exposed to them unnecessarily.

Effective risk management makes for informed decision-making and helps us deliver on our business objectives.

Unsurprisingly, the key risk to the charity throughout the year was Covid-19. This was introduced to the risk matrix and monitored closely throughout the year. Taking a strongly directive approach initially, in addition to daily operational contact the Chief Executive introduced three formal weekly risk response meetings with her senior leadership team at the outset of the pandemic; as the situation stabilised these reduced accordingly.

The first half of the financial year also saw additional scrutiny from the Finance & Development Committee on the cash flow position until the position settled.

### Investment Policy

To date it has been the policy of the Board to hold any available funds in the form of cash and cash equivalents. However, investment opportunities will be considered in the coming year.

### Complaints Policy

The organisation has a comprehensive complaints policy that is communicated clearly and available according to the Accessible Information Standard. Furthermore, Autism at Kingwood regularly engages with families, people we support and professionals to ensure stakeholders have the opportunity to provide feedback. These opportunities were largely conducted virtually during the last year.

### Recruitment, Appointing and Training of Trustees

The Autism at Kingwood Board of Trustees saw some changes during the last year, as detailed on page 27. When recruiting new Board members, the Chair and Trustees undertake an open recruitment process based on a clear role specification.

Advertisements are shared on our website, social media and LinkedIn, in addition to recruitment sites such as Charity Jobs. Trustees also approach individuals who may be able to make a particular contribution and invite them to be considered. The charity applies its equal opportunities policy to the appointment of trustees. There exists a comprehensive induction programme and trustee manual.

Whilst there is good diversity in some categories at present, gender and age being examples, the Board recognise there is a lack of ethnic and disability diversity and have made a commitment to set clear targets in the 2021/22 year.

### Reserves Policy & Development Fund

The charity maintains adequate cash reserves in light of the main risks to the organisation.

Cash reserves and fixed assets combine to provide free reserves of £1,600,000.

This represents 2.5 months' operating costs with free cash reserves set against the charity's two largest contracts, which approximately equate to £300k in 2020/21.

The charity has a long established Development Fund with income generated from restricted and unrestricted donations; historic income from the sale of a property in 2018 and some operating surplus funds. However, expenditure reduced considerably over the last year as Covid-19 curtailed activities and a cautious approach was adopted to new projects.

We spent £43,611 (2019/20 £105,811) throughout the course of the year.

Prudence remains as we proceed into the 2020/21 financial year with only guaranteed funded or value proven projects supported.

The total funds held at the year-end are £2,096,906 of which £78,578 relates to the designated Development Fund and £274,436 in respect of restricted funds.

### Employee Engagement

The employees at Autism at Kingwood are the backbone of our organisation. Working with autistic adults can be challenging and so the opinions, feedback and well-being of our workforce is vitally important to us. This has been especially so during the pandemic.

During the last year we have:

- Conducted our annual staff well-being survey, reported back on the results and identified what we might be able to do better in order to increase staff well-being and engagement.

- Held an annual staff forum.

- Proactively promoted our existing external, confidential employee well-being assistance scheme to our staff.

- Increased our internal communications so that our workforce receive weekly updates from the Chief Executive or a member of the Senior Leadership Team.

- Invested in expertise in Equality, Diversity and Inclusion, to ensure we are the best we can be with regards to EDI.

- Continued our *Cycle to Work* incentive scheme.

- Maintained our *Refer a Friend* incentive scheme.

# Going Concern Assessment

The Board of Trustees monitor the viability of the Charity through the Finance & Development Committee.

With the majority, 98%, of the charity's income from local authority contracts there is a good level of security in the continuation of service provision. Targeted efforts on aged debt management and the introduction of a new accounts payable system will support the predicted stable cash flow for at least the 12 months ahead.

It has assessed the charity's financial position, net assets and opportunities for growth and development, as well as its strategy and the potential impact of risks and uncertainties. Based on this the Board is confident that the charity has the resources to carry on operating for the foreseeable future.

With a budget forecast for the financial year ahead presenting a small surplus and the early indications of the 2021/22 financial year supporting that position the Board continues to adopt the going concern basis in preparing its accounts and financial statements.

Furthermore the charity's reserve policy is solid with sufficient cash funds and buildings of approximately £1.4 million (Cressingham Road) if required.

**Kate Allen**  
CEO

**Robert Dean**  
Finance Manager

13 August 2021



“In 1994 I developed Autism at Kingwood from the private home of my late autistic son, Giles. Compared with his previous 11 years on a locked ward of a psychiatric hospital, supported living allowed him to make his own choices about his life. He was happy with Kingwood.

Over a thousand autistic adults (without any mental health condition) currently remain inappropriately hospitalised. Kingwood is a leader in helping to support them, one by one, into the community. I could not be more proud of their perseverance where so many others fail. The charity has well earned its reputation for creative solutions to complex situations.”

**Dame Stephanie Shirley CH**  
Founder Patron

# Board of Trustees and Their Interests

**John Finney**  
John has been our Chair since January 2021, and was appointed Chair elect in August 2020. John is CEO and Founder of one of the fastest growing satellite companies in the UK, based in Reading. He has held executive roles in the telecommunications and satellite industry. John's youngest son is diagnosed with autism.

**Sandra Meadows**  
(Interim Chair from July 2019)  
Director of Saxonbury Limited specialising in top level recruitment and assessment of top team capabilities.

**David Swann**  
(Treasurer)  
Formerly treasurer of BAT plc, Past President of the Association of Corporate Treasurers and sits on the board of a regional housing association.

**Lisa Basford**  
Lisa runs Good Endeavours, a consultancy supporting businesses and charities to deliver social impact. Previously, she held senior Corporate Social Responsibility roles for global corporations. Lisa is a Fellow of the Institute of Corporate Responsibility & Sustainability and sits on the Steering Committee of the Gender Equality Collective. Lisa has a son and a daughter who has ASD.

**Steve Bastiman-Davies**  
(Joined October 2019)  
Steve helped found a global leadership and mentoring firm and has over 20 years' experience in guiding organisations, including the NHS, police and local government through change and improvement.

**Dr Steven Carnaby**  
Consultant Clinical Psychologist and Service Development Consultant with over 25 years' experience working with people with learning disabilities and/or autism spectrum conditions. In addition to independent consultancy Dr Carnaby has an honorary post at the Tizard Centre.

**Rebecca Vickers**  
Solicitor, formerly Group Company Secretary at First Choice Holidays PLC. Rebecca is a member of the Board of Governors at St Joseph's Specialist School and College in Cranleigh.

# Statement of Trustees' Responsibilities

The Trustees, who are also directors of Autism at Kingwood for the purposes of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Trust and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and 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, and
- prepare the financial statements on the going

concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware, and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

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

# Public Benefit

The Trustees have referred to the guidance by the Charity Commission when establishing the strategic objectives and Business Plan. All our charitable activities are centred around meeting the needs of autistic people and this report has provided an overview of just some of the ways people have benefited from the services we have provided.

# Financial Statements

The financial statements comply with the Charities Act 2011, The Companies Act 2006, The memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

# Statement as to Disclosure to our Auditors

In so far as the Trustees are aware at the time of approving our Trustees report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the company’s auditor is unaware, and
- each Trustee has taken all the steps that he ought to have taken as a Director, in order to make himself aware of any relevant audit information and to establish that the company’s auditors are aware of that information.

# Auditors

The auditors, Edwin Smith, are deemed reappointed under section 487(2) of the Companies Act 2006.

This report has been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities (FRS102) and in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

On behalf of the Board of Trustees.

**John Finney**  
Chair

23 September 2021



# Independent Auditors Report

As at 31 March 2021

## Opinion

We have audited the financial statements of Autism at Kingwood (the “Charity”) for the year ended 31 March 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 charity’s affairs as at 31 March 2021 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC’s Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee 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 charity’s ability to continue as a going concern for a period of at least 12 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. 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. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

# Independent Auditors Report (continued)

## As at 31 March 2021

We have nothing to report in this regard.

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees’ Annual Report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- we have not obtained all the information and explanations necessary for the purposes of our audit;
- the directors were not entitled to take advantage of the small companies exemption from the requirement to prepare a strategic report.

**Responsibilities of the Trustees**

As explained more fully in the trustees’ responsibilities statement (set out on page 28), the trustees 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 they 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 Charity’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 Charity or to cease operations, or have no realistic alternative but to do so.

**Our responsibilities for the audit of the financial statements**

The trustees have elected for the financial statements to be audited in accordance with the Charities Act 2011 rather than the Companies Act 2006. Accordingly, we have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the regulations made under section 154 of the Act.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

**Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit in respect of fraud, are to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances

# Independent Auditors Report (continued)

## As at 31 March 2021

of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the Charity and considered that the most significant are the Companies Act 2006, the Charities Act 2011, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.
- We obtained an understanding of how the Charity complies with these requirements by making enquiries with management and those charged with governance. We corroborated our enquiries through our review of the Trustees’ meeting minutes.
- We assessed the susceptibility of the financial statements to material misstatement, including how fraud might occur by considering the key risks impacting the financial statements and documenting the controls that the Charity has established to address risks identified, or that otherwise seek to prevent, deter or detect fraud. In our assessment we considered the risk of management override. Our audit procedures included testing manual journals, including segregation of duties.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor’s report.

**Use of our report**

This report is made solely to the Charity’s trustees, as a body, in accordance with section 144 of the Charities Act 2011 and the regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the Charity’s trustees 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 Charity’s trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Edwin Smith  
Chartered Accountants  
Statutory Auditor  
32 Queens Road  
Reading  
RG1 4AU

22 October 2021

Edwin Smith is eligible to act as auditor in terms of section 1212 of the Companies Act 2006.

# Statement of Financial Activities

## As at 31 March 2021

|                                                                     |       | Unrestricted Funds | Designated Funds | Restricted Funds | Total Funds 2021 | Total Funds 2020 |
|---------------------------------------------------------------------|-------|--------------------|------------------|------------------|------------------|------------------|
|                                                                     | Notes | £                  | £                | £                | £                | £                |
| <b>Income:</b>                                                      |       |                    |                  |                  |                  |                  |
| Donations                                                           | 2     | 13,228             | -                | 63,312           | 76,540           | 39,016           |
| Investment Income                                                   | 3     | 1,513              | -                | --               | 1,513            | 4,384            |
|                                                                     |       | 14,741             |                  | 63,312           | 78,053           | 43,400           |
| Income from charitable activities                                   | 4     | 7,951,875          | -                | -                | 7,951,875        | 7,571,233        |
| Other income                                                        | 5     | 215,135            | -                | -                | 215,135          | 4,350            |
| <b>Total income</b>                                                 |       | <b>8,181,751</b>   | <b>-</b>         | <b>63,312</b>    | <b>8,245,063</b> | <b>7,618,983</b> |
| <b>Expenditure:</b>                                                 | 6     |                    |                  |                  |                  |                  |
| <b>Costs of raising funds</b>                                       |       |                    |                  |                  |                  |                  |
| Donations                                                           |       | -                  | 8,709            | -                | 8,709            | 25,811           |
| <b>Charitable activities</b>                                        |       |                    |                  |                  |                  |                  |
| Domiciliary, residential care and welfare costs                     |       | 7,236,757          | -                | -                | 7,236,757        | 7,006,479        |
| Support costs and charitable projects                               |       | 709,091            | 34,902           | 16,184           | 760,177          | 718,204          |
| <b>Total expenditure</b>                                            |       | <b>7,945,848</b>   | <b>43,611</b>    | <b>16,184</b>    | <b>8,005,643</b> | <b>7,750,494</b> |
| <b>Net income/(expenditure) before transfers</b>                    |       | <b>235,903</b>     | <b>(43,611)</b>  | <b>47,128</b>    | <b>239,420</b>   | <b>(131,511)</b> |
| Transfers between funds                                             | 16    | 37,808             | -                | (37,808)         | -                | -                |
| <b>Net income/(expenditure) for the year/ Net movement in funds</b> |       | <b>273,711</b>     | <b>(43,611)</b>  | <b>9,320</b>     | <b>239,420</b>   | <b>(131,511)</b> |
| Fund balances at 1 April 2020                                       |       | 1,470,181          | 122,189          | 265,116          | 1,857,486        | 1,988,997        |
| <b>Fund balances at 31 March 2021</b>                               |       | <b>1,743,892</b>   | <b>78,578</b>    | <b>274,436</b>   | <b>2,096,906</b> | <b>1,857,486</b> |

The statement of financial activities complies with the requirements for an income and expenditure account under the Companies Act 2006 and includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

# Balance Sheet

## As at 31 March 2021

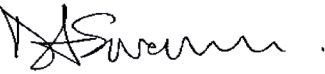
|                                                       | Notes | £         | 2021 £           | £         | 2020 £           |
|-------------------------------------------------------|-------|-----------|------------------|-----------|------------------|
| <b>Fixed assets</b>                                   |       |           |                  |           |                  |
| Tangible assets                                       | 9     |           | 1,224,659        |           | 1,239,228        |
| <b>Current assets</b>                                 |       |           |                  |           |                  |
| Debtors                                               | 10    | 669,129   |                  | 835,718   |                  |
| Cash at bank and in hand                              |       | 1,051,523 |                  | 605,496   |                  |
|                                                       |       | 1,720,652 |                  | 1,441,214 |                  |
| <b>Creditors: Amounts falling due within one year</b> | 11    | (648,405) |                  | (822,956) |                  |
| <b>Net current assets/(liabilities)</b>               |       |           | 1,072,247        |           | 618,258          |
| <b>Creditors: Amounts falling due after one year</b>  | 11    | (200,000) |                  |           | -                |
| <b>Total assets less current liabilities</b>          |       |           | <b>2,096,906</b> |           | <b>1,857,486</b> |
| <b>Income funds of the charity</b>                    |       |           |                  |           |                  |
| Restricted funds                                      | 14    |           | 274,436          |           | 265,116          |
| Unrestricted funds:                                   |       |           |                  |           |                  |
| Designated funds                                      | 15    |           | 78,578           |           | 122,189          |
| Other charitable funds                                |       |           | 1,743,892        |           | 1,470,181        |
|                                                       |       |           | <b>2,096,906</b> |           | <b>1,857,486</b> |

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2021, although an audit has been carried out under section 144 of the Charities Act 2011. No member of the company has deposited a notice, pursuant to section 476 requiring an audit of these accounts under the requirements of the Companies Act 2006.

The directors acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

These financial statements have been prepared in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006.

The accounts were approved by the Board on 22 September 2021.



Trustee D. Swann (Treasurer)

**Company Registration No. 02980543**

# Statement of Cash Flows

## As at 31 March 2021

| Notes                                                                                     | 2021<br>£        | 2020<br>£      |
|-------------------------------------------------------------------------------------------|------------------|----------------|
| <b>Cash flows from operating activities:</b>                                              |                  |                |
| Net cash provided by (used in) operating activities                                       | <b>246,873</b>   | <b>77,145</b>  |
| <b>Cash flows from investing activities:</b>                                              |                  |                |
| Interest from investments                                                                 | 1,513            | 4,384          |
| Proceeds from the sale of property, plant and equipment                                   | -                | -              |
| Purchase of tangible fixed assets                                                         | (52,359)         | (39,258)       |
| <b>Net cash provided by investing activities</b>                                          | <b>196,027</b>   | <b>42,271</b>  |
| <b>Cash flows from financing activities:</b>                                              |                  |                |
| Repayments of borrowing                                                                   | -                | -              |
| Cash inflows from new borrowing                                                           | 250,000          | -              |
| Cash used in financing activities                                                         | <b>250,000</b>   | <b>-</b>       |
| Change in cash and cash equivalents in the year                                           | 446,027          | 42,271         |
| Cash and equivalents at the beginning of the year                                         | 605,496          | 563,225        |
| <b>Cash and cash equivalents at the end of the year</b>                                   | <b>1,051,523</b> | <b>605,496</b> |
| <b>Reconciliation of net income/(expenditure) to cash flow from operating activities</b>  |                  |                |
| <b>Net income/expenditure for the year (as per the statement of financial activities)</b> | 239,420          | (131,511)      |
| Adjustments for:                                                                          |                  |                |
| Depreciation charges                                                                      | 66,927           | 67,894         |
| Interest and from investments                                                             | (1,513)          | (4,384)        |
| Loss/profit on the sale of fixed assets                                                   | -                | -              |
| (Increase) / decrease in debtors                                                          | 166,590          | (119,362)      |
| Increase / (decrease) in creditors                                                        | (224,550)        | 264,508        |
| <b>Net cash provided from (used in) operating activities</b>                              | <b>246,873</b>   | <b>77,145</b>  |
| <b>Analysis of cash and equivalents</b>                                                   |                  |                |
| Cash in hand                                                                              | 17               | 605,496        |
| <b>Total</b>                                                                              | <b>1,051,523</b> | <b>605,496</b> |

# Notes to the Financial Statements

## As at 31 March 2021

### 1. ACCOUNTING POLICIES

#### Basis of preparation

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 Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102) (effective January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Autism at Kingwood meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

#### Preparation of the accounts on a going concern basis

There are no material uncertainties about the charity’s ability to continue as a going concern.

There are no significant areas of judgment or key estimates that affect items in the financial statements other than those described in the accounting policies below.

#### Fund Accounting

General funds are unrestricted funds, available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or which have been raised by the charity for particular purposes. The aim and use of each restricted fund is set out in the notes to the financial statements.

Designated funds are unrestricted funds set aside for specific purposes at the discretion of the Trustees.

#### Income

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

Income from donations or grants is recognised when there is evidence that there is entitlement to the gift, receipt is probable, and its amount can be measured reliably. Gifts in kind are taken into account on a prudent assessment of their fair value. Government grants are recognised immediately in income except for CJRS grants which are recognised in income in the period to which they become receivable.

All other income (including income received under deeds of covenant) is recognised on a receivable basis. All income is related to the continuing activities of the charity.

Deferred income comprises domiciliary, residential care and welfare income which relates to future accounting periods.

#### Expenditure

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

Expenses are allocated to activities in the Statement of Financial Activities where the expenses relate directly to those activities. Support costs constitute the costs of supporting the other activities of the company and include the staff costs of the central administrative staff.

Governance costs are the costs incurred in maintaining the company as a separate legal entity. This includes the cost of servicing trustee’s meetings.

# Notes to the Financial Statements (continued)

## As at 31 March 2021

### 1. ACCOUNTING POLICIES (CONTINUED)

#### Tangible Fixed assets

Tangible fixed assets other than freehold land are stated at costs less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

|                                  |                          |
|----------------------------------|--------------------------|
| Freehold land is not depreciated |                          |
| Freehold buildings               | 50 years straight line   |
| Freehold improvements            | 10 years straight line   |
| Leasehold improvements           | over period of the lease |
| Equipment and motor vehicles     | 3 years straight line    |
| Holiday home                     | 10 years straight line   |

Tangible fixed assets costing in excess of £300 are capitalised.

The carrying values of tangible fixed assets are reviewed for impairment periodically if events or changes in circumstances indicate the carrying values may not be recoverable.

#### Leasing and hire purchase commitments

Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight line basis over the lease term.

#### Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any trade discounts due.

#### Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments held on deposit accounts.

#### Creditors and provisions

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

# Notes to the Financial Statements (continued)

## As at 31 March 2021

### 1. ACCOUNTING POLICIES (CONTINUED)

#### Financial instruments

The trust only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

#### Pensions

Autism at Kingwood operates a defined contribution scheme under auto enrolment regulations for its employees. Contributions payable to the scheme are charged to the statement of financial activities in the period to which they relate. The assets of the scheme are held separately from the Charity in an independently administered fund.

Autism at Kingwood also operates a group personal pension scheme which is a defined contribution scheme. All contributions are charged to the Statement of Financial Activities as incurred.

### 2. DONATIONS

|                     | Unrestricted | Restricted | Total Funds 2021 | Total Funds 2020 |
|---------------------|--------------|------------|------------------|------------------|
|                     | £            | £          | £                | £                |
| Donations and gifts | 13,228       | 63,312     | 76,540           | 39,016           |

### 3. INVESTMENT INCOME

|                     | 2021  | 2020  |
|---------------------|-------|-------|
|                     | £     | £     |
| Interest receivable | 1,513 | 4,384 |

### 4. INCOME FROM CHARITABLE ACTIVITIES

|                                           | 2021      | 2020      |
|-------------------------------------------|-----------|-----------|
|                                           | £         | £         |
| Domiciliary, residential care and welfare | 7,951,875 | 7,571,233 |

### 5. OTHER INCOME

|              | 2021    | 2020  |
|--------------|---------|-------|
|              | £       | £     |
| Other income | 215,135 | 4,350 |

Other income includes payments of £163,639 for Covid support in the year ended 31 March 2021 principally from councils of the people we support.

# Notes to the Financial Statements (continued)

## As at 31 March 2021

6. EXPENDITURE

|                                                        | Staff costs      | Depreciation and impairment | Other costs    | Total 2021       | Total 2020       |
|--------------------------------------------------------|------------------|-----------------------------|----------------|------------------|------------------|
|                                                        | £                | £                           | £              | £                | £                |
| <b>Costs of raising funds</b>                          |                  |                             |                |                  |                  |
| Costs of generating donations and legacies             | -                | -                           | 8,709          | 8,709            | 25,811           |
| <b>Charitable activities</b>                           |                  |                             |                |                  |                  |
| <b>Domiciliary, residential care and welfare costs</b> |                  |                             |                |                  |                  |
| Activities undertaken directly                         | 6,841,260        | 66,927                      | 328,569        | 7,236,756        | 7,006,479        |
| <b>Support costs and charitable projects</b>           |                  |                             |                |                  |                  |
| Costs of supporting the direct activities and projects | 314,904          | -                           | 418,660        | 733,564          | 682,599          |
| <b>Governance costs</b>                                | 18,859           | -                           | 7,754          | 26,613           | 35,605           |
|                                                        | <b>7,175,023</b> | <b>66,927</b>               | <b>754,983</b> | <b>7,996,933</b> | <b>7,724,683</b> |
|                                                        | <b>7,175,023</b> | <b>66,927</b>               | <b>763,692</b> | <b>8,005,642</b> | <b>7,750,494</b> |

Governance costs includes payments to the auditors of £6,720 (2020: £6,720) for audit fees and £nil (2020: £1,200) for non-audit services, and £755 (2020: £4,356) for meeting expenses between Trustees, staff, parents and families of those supported.

Included within support costs and charitable projects is expenditure on designated fund projects of £34,902 (2020: £80,000), expenditure on restricted fund projects of £16,184: £17,043) and rental of premises, including associated premises costs, of £119,336 (2020: £125,349).

7. TRUSTEES AND RELATED PARTY TRANSACTIONS

During the year, no Trustees (2020: two) were reimbursed for travelling and other reimbursable expenses (2020: £1,217).

The Trustee Dr. S. Carnaby was paid £900 (2020: £1,510) in respect of mentoring services for an employee of the charity which the other Trustees consider reasonable for the services provided and in the best interests of the charity.

There were no other payments made to trustees during the year or related party transactions.

# Notes to the Financial Statements (continued)

## As at 31 March 2021

8. EMPLOYEES

Number of employees

The average monthly number of employees during the year was:

|                                           | 2021 Number | 2020 Number |
|-------------------------------------------|-------------|-------------|
| Domiciliary, residential care and welfare | 244         | 256         |
| Administrative staff                      | 23          | 21          |
|                                           | <u>267</u>  | <u>277</u>  |

Employment Costs

|                       | 2021 £           | 2020 £           |
|-----------------------|------------------|------------------|
| Wages and salaries    | 6,578,791        | 6,368,451        |
| Social security costs | 418,118          | 395,832          |
| Other pension costs   | 99,010           | 96,627           |
|                       | <u>7,095,919</u> | <u>6,860,910</u> |

Wages and salaries includes agency welfare costs of £1,285,977 for (2020: £1,321,218) and agency support costs £153,399 (2020: £183,655).

The number of employees whose annual emoluments were £60,000 or more:

|                    | 2021 Number | 2020 Number |
|--------------------|-------------|-------------|
| £90,001 - £100,000 | 1           | 1           |
| £60,001 - £70,000  | 1           | 1           |

The trustees were not paid and did not receive any benefits from employment with the charity in the year (2020: £nil). One trustee received payment for services and together with reimbursed expenses paid to trustees are detailed in note 7.

The key management personnel of the charity comprise the trustees, the Chief Executive Officer, Chief Operating Officer, Chief Financial Office and Head of HR. The total employee benefits of the key management personnel of the Trust were £312,882 (2020: £293,158).

# Notes to the Financial Statements (continued)

## As at 31 March 2021

9. TANGIBLE FIXED ASSETS

|                     | Freehold property | Freehold improvements | Leasehold improvements | Equipment and motor vehicles | Holiday Home | Total     |
|---------------------|-------------------|-----------------------|------------------------|------------------------------|--------------|-----------|
|                     | £                 | £                     | £                      | £                            | £            | £         |
| Cost                |                   |                       |                        |                              |              |           |
| At 1 April 2020     | 1,789,185         | 49,531                | 85,769                 | 345,026                      | -            | 2,269,511 |
| Additions           | -                 | 3,222                 | -                      | 11,329                       | 37,808       | 52,359    |
| Disposals           | -                 | -                     | -                      | (23,702)                     | -            | (23,702)  |
| At 31 March 2021    | 1,789,185         | 52,753                | 85,769                 | 332,653                      | 37,808       | 2,298,168 |
| Depreciation        |                   |                       |                        |                              |              |           |
| At 1 April 2020     | 640,716           | 39,667                | 61,073                 | 288,827                      | -            | 1,030,283 |
| On disposals        | -                 | -                     | -                      | (23,702)                     | -            | (23,702)  |
| Charge for the year | 22,400            | 2,622                 | 7,693                  | 34,213                       | -            | 66,928    |
| Impairment          | -                 | -                     | -                      | -                            | -            |           |
| At 31 March 2021    | 663,116           | 42,289                | 67,766                 | 299,338                      |              | 1,073,509 |
| Net book value      |                   |                       |                        |                              |              |           |
| At 31 March 2021    | 1,126,069         | 10,464                | 17,003                 | 33,315                       | 37,808       | 1,224,659 |
| At 31 March 2020    | 1,148,469         | 9,864                 | 24,695                 | 56,199                       | -            | 1,239,227 |

In 2013 an impairment review was carried out on the Property 45, Cressingham Road valued at £1,300,000 and an impairment loss was incurred of £392,401 which is included in accumulated freehold property depreciation. A further review was carried out this year and no change was considered necessary.

10. DEBTORS

|                                | 2021 £  | 2020 £  |
|--------------------------------|---------|---------|
| Trade debtors                  | 386,343 | 574,787 |
| Other debtors                  | 2,782   | 1,788   |
| Prepayments and accrued income | 280,004 | 259,143 |
|                                | 669,129 | 835,718 |

# Notes to the Financial Statements (continued)

## As at 31 March 2021

11. CREDITORS

Amounts falling due within one year

|                                 | 2021 £  | 2020 £  |
|---------------------------------|---------|---------|
| Bank loan                       | 50,000  | -       |
| Trade creditors                 | 26,831  | 252,692 |
| Taxes and social security costs | 106,781 | 108,701 |
| Other creditors                 | 62,027  | 15,201  |
| Accruals                        | 338,512 | 168,889 |
| Deferred income                 | 64,255  | 277,473 |
|                                 | 648,405 | 822,956 |

Deferred Income – The amount of deferred income brought forward at 1 April 2020 released to income earned from charitable activities amounts to £190,733 (2020: £193,714).

Amounts falling due after one year

|                                                                                                   | 2021 £  | 2020 £ |
|---------------------------------------------------------------------------------------------------|---------|--------|
| Bank loan                                                                                         | 200,000 | -      |
| Bank loan due over five years (repayable by instalments) at 31 March 2021 is £27,323 (2020: nil). |         |        |

12. PENSION COSTS

Defined Contribution

|                                    | 2021 £ | 2020 £ |
|------------------------------------|--------|--------|
| Contributions payable for the year | 99,010 | 96,627 |

13. SHARE CAPITAL

Autism at Kingwood, a registered charity, is a company limited by guarantee, not having any share capital. In the event of a winding up, each member may be required to contribute an amount not exceeding £1 towards the settlement of the company's liabilities.

# Notes to the Financial Statements (continued)

## As at 31 March 2021

### 14. RESTRICTED FUNDS

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

| 2021                  | Movement in funds                  |             |                  |                |                                     |
|-----------------------|------------------------------------|-------------|------------------|----------------|-------------------------------------|
|                       | Balance at<br>1 April<br>2020<br>£ | Income<br>£ | Expenditure<br>£ | Transfers<br>£ | Balance at<br>31 March<br>2021<br>£ |
| Transition Service    | 238,267                            | -           | (5,480)          | -              | 232,787                             |
| Sensory rooms         | -                                  | 500         | -                | -              | 500                                 |
| Kennel Club for Dogs  | 9,036                              | 9,300       | (9,082)          | -              | 9,254                               |
| Gardening Coordinator | 14,000                             | 14,000      | -                | -              | 28,000                              |
| Holiday Home          | 1,648                              | 39,337      | (214)            | (37,808)       | 2,963                               |
| Other                 | 2,165                              | 175         | (1,408)          | -              | 932                                 |
|                       | 265,116                            | 63,312      | (16,184)         | (37,808)       | 274,436                             |

| 2020                  | Movement in funds                  |             |                  |                |                                     |
|-----------------------|------------------------------------|-------------|------------------|----------------|-------------------------------------|
|                       | Balance at<br>1 April<br>2019<br>£ | Income<br>£ | Expenditure<br>£ | Transfers<br>£ | Balance at<br>31 March<br>2020<br>£ |
| Property fund         | -                                  | -           | -                | -              | -                                   |
| Transition Service    | 243,810                            | -           | (5,543)          | -              | 238,267                             |
| Sensory rooms         | 11,000                             | -           | (11,000)         | -              | 0                                   |
| Kennel Club for Dogs  | -                                  | 9,036       | -                | -              | 9,036                               |
| Gardening Coordinator | -                                  | 14,000      | -                | -              | 14,000                              |
| Other                 | 500                                | 3,813       | (500)            | -              | 3,813                               |
|                       | 255,310                            | 26,849      | (17,043)         | -              | 265,116                             |

**Transition Service**  
The Transition Service is now providing life skills training and educational programs to a small group of people aged between 18-25.

Resources expended relates to depreciation of Transition Service property. The balance will be reduced as property is depreciated.

**Sensory rooms**  
A donation was received during the year to provide sensory equipment.

**Gardening Coordinator**  
Funding received to include grant from the Sobell Foundation as part of a three year grant to employ a gardening coordinator who will work with PWS at Henley Allotments.

# Notes to the Financial Statements (continued)

## As at 31 March 2021

### 14. RESTRICTED FUNDS (CONTINUED)

**Kennel Club for Dogs**  
Grant received in year as part of three year grant from The Kennel Club Charitable Trust to fund the project for animal assisted intervention for autistic adults.

**Holiday Home**  
A Holiday Home to provide an opportunity for the PWS to have some fun in a lovely rural location in Oxfordshire. The home has been capitalised at the year end and now forms part of Fixed Assets. Donations of £1,648 received last year for Holiday Home were included in Other restricted fund balance last year of £3,813.

### 15. DESIGNATED FUNDS

| 2021             | Movement in funds                  |                            |                            |                                   |                                     |
|------------------|------------------------------------|----------------------------|----------------------------|-----------------------------------|-------------------------------------|
|                  | Balance at<br>1 April<br>2020<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Transfer<br>between<br>funds<br>£ | Balance at<br>31 March<br>2021<br>£ |
| Development fund | 122,189                            | -                          | (43,611)                   | -                                 | 78,578                              |
|                  | 122,189                            | -                          | (43,611)                   | -                                 | 78,578                              |

| 2019             | Movement in funds                  |                            |                            |                                   |                                     |
|------------------|------------------------------------|----------------------------|----------------------------|-----------------------------------|-------------------------------------|
|                  | Balance at<br>1 April<br>2020<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Transfer<br>between<br>funds<br>£ | Balance at<br>31 March<br>2021<br>£ |
| Development fund | 228,000                            | -                          | (105,811)                  | -                                 | 122,189                             |
|                  | 228,000                            | -                          | (105,811)                  | -                                 | 122,189                             |

**Development fund**  
Funds set aside by the Trustees for projects including strengthening autism experience, identifying and undertaking research and accessing activities in the community.

# Notes to the Financial Statements (continued)

## As at 31 March 2021

### 16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Fund balances at 31 March 2021 are represented by:

|                       | Unrestricted funds<br>£ | Designated funds<br>£ | Restricted funds<br>£ | Total<br>£ |
|-----------------------|-------------------------|-----------------------|-----------------------|------------|
| Tangible fixed assets | 991,872                 | -                     | 232,787               | 1,224,659  |
| Current assets        | 1,600,425               | 78,578                | 41,649                | 1,720,652  |
| Creditors             | (848,405)               | -                     | -                     | (848,405)  |
|                       | 1,743,892               | 78,578                | 274,436               | 2,096,906  |

### 17. ANALYSIS OF CHANGES IN NET DEBT

|                                            | Balance at<br>1 April<br>2020<br>£ | Cash-flows<br>£ | Balance at<br>31 March<br>2021<br>£ |
|--------------------------------------------|------------------------------------|-----------------|-------------------------------------|
| Cash                                       | 605,496                            | 446,027         | 1,051,523                           |
| Loans falling due within one year          | -                                  | (50,000)        | (50,000)                            |
| Loans falling due after more than one year | -                                  | (200,000)       | (200,000)                           |
| Total                                      | 605,496                            | 196,027         | 801,253                             |

### 18. COMMITMENTS UNDER OPERATING LEASES

At 31 March 2021 the company had a total of future minimum lease payments under non-cancellable operating leases for each of the following periods:

|                                                   | Land and buildings |           |
|---------------------------------------------------|--------------------|-----------|
|                                                   | 2021<br>£          | 2020<br>£ |
| Expiry date:                                      |                    |           |
| Not later than one year                           | 85,957             | 97,507    |
| Later than one year and not later than five years | 85,589             | 159,689   |
| Later than five years                             | -                  | -         |
|                                                   | 171,546            | 257,196   |

### **Autism at Kingwood**

2 Chalfont Court  
Chalfont Close  
Lower Earley  
Reading  
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info@kingwood.org.uk  
www.kingwood.org.uk

Chief Executive – Kate Allen  
Chief Operating Officer – Estelle Christmas

Autism at Kingwood is a UK registered charity,  
managed by a highly skilled Senior Leadership  
Team and led by a Board of Trustees

Charity No.1041924  
Autism at Kingwood is a company limited by  
guarantee. Registered in England No. 2980543

