HOLLYBANK TRUST

England & Wales · Charity number 1043129

Details

Other names	THE HOLLY BANK TRUST, HOLLYBANK SCHOOL, HOLLYBANK TRUST
Status	Registered
Legal form	Other
Registered	1995-01-05
Register	View on the Charity Commission register

Contact

Address	Hollybank Trust Far Common Road Mirfield WF14 0DQ
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Website	www.hollybanktrust.com

Activities

Objects: THE BENEFIT OF CHILDREN AND ADULTS WITH DISABILITIES AND WITH SPECIAL CARE AND OR EDUCATIONAL NEEDS BY FOLLOWING(1) THE RELIEF OF THOSE IN NEED BY THE PROVISION OF RESIDENTIAL AND/OR DAYTIME ACCOMMODATION AND RELATED FACILITIES, AND (2) THE ADVANCEMENT OF EDUCATION BY THE PROVISION OF A SPECIAL SCHOOL AND/OR OTHER EDUCATIONAL AND PERSONAL DEVELOPMENT FACILITIES AT HOLLY BANK, MIRFIELD AND/OR OTHER SUITABLE PREMISES

Activities: The provision of education, therapy, medical support and residential care for children and adults with profound and complex physical disabilities in a specialist school ,children's home and adult homes.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability, Accommodation/housing
- **Who:** Children/young People, People With Disabilities

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Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£20,214,827	£19,880,871	£31,322,737	617
2024-03-31	£19,002,869	£18,527,153	£30,991,032	603
2023-03-31	£16,738,755	£17,186,294	£22,985,386	436
2022-03-31	£15,923,927	£15,811,712	£23,434,668	508
2021-03-31	£15,134,087	£14,616,787	£23,318,794	453

Trustees

Name	Role	Appointed
HOLLYBANK TRUSTEES LTD		

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HOLLYBANK TRUST

England & Wales - Charity number 1043129

Accounts

Hollybank
Quality of life, for life





Hollybank Trust

Annual report and financial statements for the year ended 31 March 2025







Registered charity number 1043129

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Focussing on ability not disability

As a charity, we pride ourselves on placing the children, young people, and adults we care for at the heart of everything we do.



Hollybank's ethos is about focussing on ability, not disability and we know that providing exceptional care is about more than just meeting people's daily needs. We continue to give people the opportunity to explore their interests and enjoy life.

We would like to extend our gratitude to friends and family for their unwavering support.

Parent quotes from our 2024 annual survey:



"Staff are very friendly and genuinely care. They plan relevant activities to keep my daughter entertained. They fully understand my daughter's needs and wants. This gives me a huge sense of comfort and confidence."

"We feel that all the team at Willow Court have been brilliant in making our son's transition to his new home a smooth one, and making us feel so welcome as new parents to Willow Court."

Living



We have ten residential homes across Yorkshire, providing 24/7 care for people with a range of profound and multiple disabilities and sensory impairments. Seven of these homes are on our site in Mirfield, one is in Holmfirth, one in Barnsley and one near Wakefield. We have a total of 95 beds across our 8 adult residential homes, and a total of 15 beds across our 2 children's residential and short break homes. We work with over 40 Local Authorities / Integrated Care Boards (ICBs).

The people we care for have complex physical disabilities and associated communication, sensory and learning difficulties and our dedicated staff team is specially trained to support a range of complex medical conditions.

Our in-house Therapy team work across the Trust with children, young people, and adults. Tasks are completed collaboratively with the wider multidisciplinary team and families to achieve person centred goals, meet health and wellbeing needs, and to enable everyone to participate fully in their daily life. The Speech and Language Therapy team (including Assistive Technology) train support staff and work therapeutically across areas such as communication, autonomy, environmental control, safe eating and drinking, and behaviour support. The Physiotherapy team facilitate Hydrotherapy and rebound Therapy sessions at our purpose-built Bradbury Centre on our Mirfield site. They work closely with the residential services to assess and provide equipment for 24-hour postural management as well as encouraging ability and mobility with children, young people, and adults. The Occupational Therapy team support individuals to improve their independence skills, access essential tasks and engage in meaningful activities throughout their day. This is completed through assessment, provision of equipment, teaching/practising skills with individuals, training support staff and other therapeutic input.

We use a digital care planning system provided by Person-Centred Software (PCS) in our residential services. The PCS system has completely replaced paper care notes and care plans. It enables in-the-moment care recording by our support staff and access to care plans through a handheld device. The system ensures there are prompts for any tasks required and provides a dashboard so that managers can review the care provided in real time. It has significantly improved record keeping and the management of care services.

Positive behaviour support (PBS) is a person-centred framework for providing long-term support to people who have, or may be at risk of developing, behavioural needs. It is a blend of person-centred values and behavioural science and uses evidence to inform decision-making. Behaviours that challenge happen for a reason and may be the person's only way of communicating. PBS helps us understand the reason (function) for the behaviour so we can better meet people's needs, enhance their quality of life and reduce the likelihood that the behaviour will happen. At Hollybank, we promote proactive strategies to reduce likelihood of behavioural escalation, taking into account individual needs and wishes, including trauma informed care approaches and active support to promote independence and choice for those we support. We also train our teams in reactive strategies to ensure the safety of all and that the support is offered in the least restrictive way and in the persons' best interests.

Most of the people who we support use wheelchairs to move around and use a variety of different ways to communicate. Our services are wheelchair accessible, although vary in layout and have outdoor spaces to explore and enjoy the seasons to promote positive wellbeing.

We provide person centred support that is individual to each person and promotes quality of life, encouraging full participation in every aspect of life. For example, in our residential environments this is about fully involving children, young people, and adults in making important choices about the decoration and furnishing of their home, encouragement to participate in completing laundry and getting stuck into cooking and baking.

We have a growing activity offer enabling everyone we support the opportunity to learn new skills via inhouse learning or local groups; access a wide variety of activities such as shows at local theatres, football matches, music concerts, a day at the races; and community facilities e.g.. leisure centres and museums. Life is about having fun and great outcomes for all!

Learning

We offer fully flexible educational placements, ranging from free nursery places through to full 52-week placements. At 31 March 2025, 30 (2024: 32) school children and 6 (2024: 8) nursery children attended Hollybank school.



We continue to work with families using the 'Evidence for Learning' app and 'Class Dojo' app to share resources and updates with parents and carers.

Our Family Engagement Lead continues to be on hand, providing both physical and virtual support to our school families.



ELMS enrichment day service

For people aged over 18 years, we offer our ELMS enrichment day service. Our skilled and experienced team work closely with family members, social workers and school transition workers, to create a person-centred programme of meaningful activities and life skills.

The sessions are designed to help young people and adults maintain and/or develop skills in:

- independence
- socialisation
- communication

and most of all, to have fun within a safe and supportive environment.

Activity sessions available include everything from art and crafts, gardening and nature themed groups to sensory, music and sport-based sessions.

These can be either one-to-one intensive sessions or larger, group activities with up to eight people taking part and are tailored to suit the needs and abilities of each participant.

The Bradbury Centre

The Bradbury Centre is Hollybank's hydrotherapy and Rebound therapy centre, located adjacent to the ELMS Centre on our site in Mirfield. The centre comprises of a sensory hydrotherapy pool and a spa pool These are used both internally, and by the community, offering the facility for swimming lessons and other appropriate bookings.



There is also an activities room for Rebound sessions and floor-based activities. Rebound is a specialist, accredited therapy that uses a full-sized trampoline to provide opportunities for movement, therapeutic exercise and recreation for people across virtually the whole spectrum of additional needs.

A message from the Exiting Chair



As I prepare to hand over to the next Chair of Hollybank Trust it is a moment to reflect on my eight years in the role.

I am extremely proud to be handing over a well-run organisation, with strong, capable management and a highly committed, loyal team of colleagues who provide excellent care and education day in day out for the many children, young people and adults with profound disabilities who depend on our services, amongst them my own daughter who has been part of the Trust for more than twenty years.

Like all charities and organisations in the care sector we continue to face financial challenges amidst a broken social care system, but in the post Covid years we have made some good progress in strengthening our own resilience. We have significantly improved staff retention, reducing our reliance on agency staff, and worked hard alongside our commissioners to ensure that our placements are properly funded.

We have successfully transitioned to a digital care system in all of our services, which means our care staff spend less time on paperwork and more time on the person-centred care we pride ourselves in providing.

This year we welcomed new colleagues into the Hollybank family, investing in an organisation providing high quality supported living, outreach and day care in the Halifax area. This brings new areas of expertise to our organisation, as well as helping us to grow to a more optimal size to manage our overheads.

I would like to thank all my fellow Trustees for the time and wide range of expertise they give voluntarily to help the Trust thrive and the support they have given to me and continue to give to our Executive team.

I am delighted that my successor, Jane Raca, is also a parent of a young adult who lives at Hollybank and I wish her all the best for the next phase of the organisation's development.

Clare Morrow
Exiting Chair of Trustee Directors

A message from our CEO



As we reflect on the last year, I am immensely proud of what Hollybank Trust has achieved in the first year of our *#TeamHollybank* strategic plan. Despite the ongoing challenges facing social care and education, our teams have continued to deliver exceptional, person-centred support that truly embodies our ethos: Quality of life, for life.

This year, we have taken bold steps to advance our sustainability plans, most notably through the acquisition of D.D.H. Services Ltd, trading as Community Support Services (CSS) in Calderdale. This strategic move strengthens our regional presence and ensures we can offer a more diverse range of services to people with learning disabilities in the Yorkshire area. CSS joined the Hollybank Group in February 2025.

The financial pressures affecting our sector continue to be a huge challenge. Rising employer costs, particularly the increase in National Insurance Contributions, have placed additional strain on already tight budgets. Yet, through careful stewardship and the commitment of our staff, we have continued to invest in quality, innovation, and growth.

I want to extend my sincere thanks to every member of the Hollybank team. The dedication, compassion, and resilience shown by all our staff is the foundation of everything we do. Whether working directly with the people we support or behind the scenes, all contributions are deeply valued and make a difference, every day.

As we look ahead, we are preparing for a change within our governance when our Chair of Trustees, Clare Morrow, will retire later this year. Clare's leadership over the last 8 years has been instrumental in assisting us through very difficult times for example, the COVID-19 pandemic, and shaping our direction as we recovered from the pandemic to be faced with the cost of living crisis and energy price hikes. We are so grateful to Clare for her many years of service to Hollybank as a Chair, a Trustee and as a School Governor before that. Transition plans are well underway with our Chair Elect, ensuring continuity and strong oversight into the future.

Together, we remain committed as #TeamHollybank to delivering outstanding care and education, guided by our values and inspired by the children, young people and adults we support.

Anna O'Mahony
Chief Executive

Recruitment – and retention

Our staff team is over 600 people strong, and they provide care, education and therapy for more than 150 vulnerable children, young people, and adults. There are easier places to work than Hollybank, but few are as rewarding. Most of the team are front-line support workers, responsible for the day-to-day care of the children, young people, and adults who live with us.

Staff turnover rates within the social care sector usually sit at around 25% in England but due to the work we do to retain staff and make Hollybank a great place to work, our turnover is at 15% which is significantly below the sector norms. In our annual staff survey, staff engagement increased again to 61.7% this year from 57.5% last year. Headline results showed that 88% of those staff said they would recommend us to friends and family, up from 82% last year. When asked if they felt they had a long-term future at Hollybank, 83.4% answered yes, compared to 79.9% last year.

We continue to evolve our recruitment process to better engage with people who are looking for a role at Hollybank.

We believe that our more flexible recruitment practices, increasing use of social media platforms, our website and the increased visibility of the social care sector and the career opportunities it offers, has helped us to successfully recruit and onboard close to 173 new colleagues to the Hollybank team between April 2024 – March 2025.

Our entire staff team continue to work tirelessly to care for the children, young people and adults we look after and we thank them for their continued support.

**taken from the Skills for Care's annual estimates (2023-24) in the 'State of the adult social care workforce in England' report.*

"I have loved my role from day one and what we stand for. Hollybank is a special place with special people, that deserve the best support we can offer."
-Hollybank staff member

"I enjoy my job and work with a supportive team . I feel valued. Every day is definitely different!"
-Hollybank staff member

Gender pay gap

Our gender pay report is available on our website. The results of our gender pay gap review for 2024 are shown below.

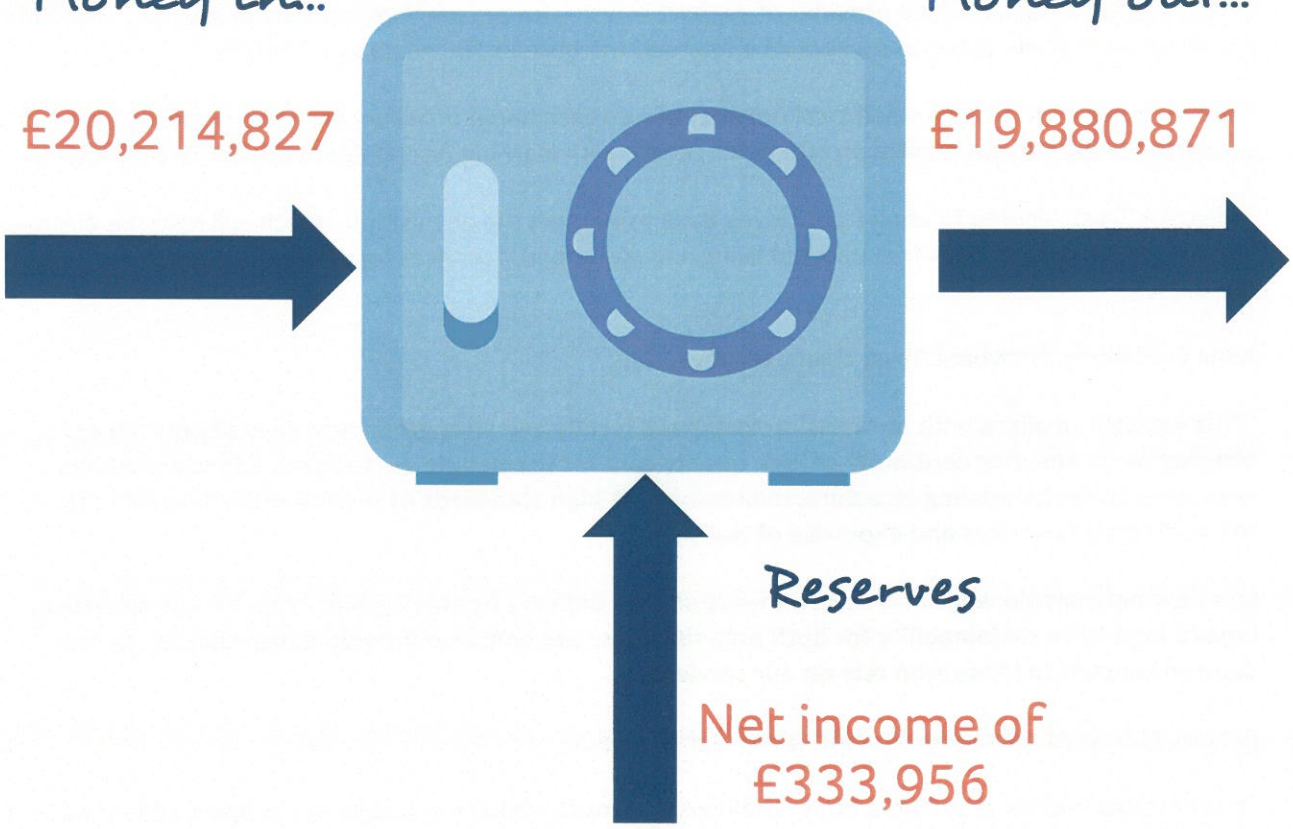
Difference between men and women	Mean	Median	UK Average Mean	UK Average Median
Gender Pay Gap	7.3%	0%	13.1%	13.8%

Hollybank Trust is committed to the principle of equal opportunities and equal treatment of all employees regardless of gender, race, religion or belief, age, marriage or civil partnership, pregnancy / maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their gender (or any other characteristic noted). As such, we evaluate job roles and pay grades to ensure we offer a fair structure for all.

Our finances at a glance

Money in...

£20,214,827



Money out...

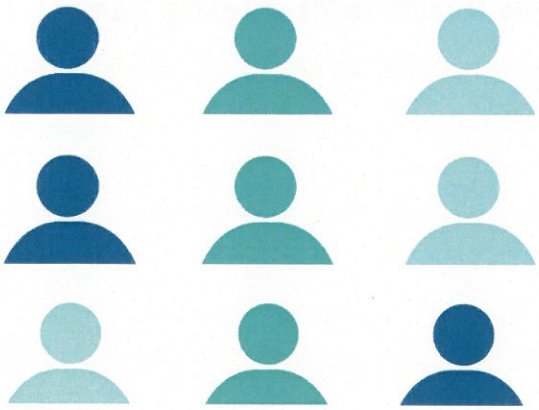
£19,880,871

Reserves

Net income of £333,956

Staff costs

80% of income



Non-staff costs

20% of income



Hollybank Trust acquires community based supported living and day services provider

On 03 February 2025, Hollybank Trust acquired D.D.H. Services Ltd, trading as Community Support Services (CSS), a Halifax-based provider of support services for people with learning disabilities, following the retirement of the previous owners who founded the business 30 years ago, in 1995.

CSS has grown from being a small local provider of outreach and domiciliary care into one of the largest supported living and day service providers for people with learning disabilities in the Calderdale area.

Hollybank Trust secured funding from Lloyds Bank to support the acquisition, which will help the business broaden its offering to deliver supported living and day support services for people with learning disabilities.

Anna O'Mahony, Hollybank Trust chief executive, said:

"This acquisition aligns with our mission to expand locally and strengthen and diversify our service offering while ensuring continuity of high quality care for the people we support. CSS will continue operating under its existing structure, maintaining its high standards of service while benefiting from the additional resources and expertise of Hollybank.

Our new partnership will allow us to enhance service delivery by sharing best practice and expertise, ensure long-term sustainability for both organisations, and continue providing high-quality, person-centred support to those who rely on our services."

Previous CSS joint managing director, Dawn Hartley, said:

"It was important to us to find a buyer that cared as much about the people we support and employ as we do. The fit around ethos and values between CSS and Hollybank could not be any closer. I wish all of the team well with the future."

CSS Community Support Services
meeting individual needs with quality care

Recognition in the Kirklees Care Awards for five members of the Hollybank Team



In a new awards ceremony set up by the Kirklees Care Association (KirCA), five members of the Hollybank team received well-earned and merited recognition for their work in care, with two team members taking home a win and another three team members chosen from over 100 nominees to be placed in the competitive shortlist.

The Kirklees Care Awards recognise every act of kindness, which ties in with our Be Someone values at Hollybank, contributing to a collective and compassionate approach to care and bringing the local care community together.

Anna O'Mahony, Chief Executive at Hollybank Trust, commented: "It was an absolute honour to attend the awards ceremony and see Hollybank shortlisted in five of the ten categories. Every person at Hollybank works so hard to deliver Quality of Life, for Life. However, the five finalists stood out this year, colleagues took the time to submit a nomination to share this great practice and recognise the impact they have had. I congratulate the five finalists and the two winners for their massive contribution to Hollybank and the children, young people and adults we are here to support. Well done! So very proud."

Scarecrow festival

In September 2024, the Roe Head gardens at our Mirfield site blossomed into a garden of magical scarecrows, opening the door to a field day of fun, team rapport and mind-blowing creations.

Scarecrows were created using old clothing, upcycled clothing, natural materials such as hay and dried leaves, donated materials from the local community, paints, old food tins and cans, wrappers and old cardboard boxes. Using these sustainable materials to build scarecrows not only has the best interests of the planet at heart, but it also adds to their rustic charm.



Sensory circus at Hollybank school



Hollybank school retained its 'Outstanding' status in their latest inspection in March 2024.

We decided to invite our pupils, families of pupils and members of local community groups to a small party to celebrate this outstanding outcome together.

A visit from a performer from entertainment group Storm in a Teacup, did in fact go down a storm, with children getting involved in tactile exploration such as creating and popping bubbles, LED hula-hooping, plate-spinning and smaller games throughout the day. The children loved tracing the movement of the travelling bubbles as they changed colour, and being able to reach out and pop them as they floated around the school hall made for a beneficial tactile experience.

Christmas celebrations

At Hollybank, Christmas is an excuse for us to get-together and celebrate, with many of the homes hosting their own events and activities for the people who we support and their families, and friends from other Hollybank homes too.

When Christmas rolls around each year, there are plenty of opportunities to have so much fun with new activities. In addition to each of the homes hosting their own Christmas parties, the cherry on top of the Christmas cake is that each team also specially sets up their own rise and shine Christmas mornings, relaxed seasonal craft afternoons, and moonlit festive winter evenings, making each of these events their own.

One new event that was added to our Christmas calendar this year was the Santa Tractor Rally which was extremely well received by our children, young people and adults.



Eid Celebrations



Once again, our staff teams have facilitated some wonderful Eid celebrations this year across School and Nursery, Elms and many of our residential services. This included Eid parties stretching over a few days with lots of music, dancing and fabulous food. Our Speech and Language Team shared lots of fun communication resources to support the celebrations with the Makaton word of the week being 'Eid'.



Celebration Day 2024 – 70th anniversary celebrations





Our bands and performers were in the spotlight on our annual celebration day, celebrating 70 years of the Trust.

With our very own ELMS pantomime performance and visitors from Aspire Disability Services coming in to perform for us, the day acted as a platform for those with disabilities to put their performing skills to the test. Family members commented on how great it was that we were providing opportunities for people with disabilities to showcase their amazing talent, challenging stereotypes and changing inaccurate perceptions and misconceptions about what those with disabilities can achieve.

For those with disabilities attending shows and events in the local community, performers with disabilities can act as positive role models for them, and seeing others with similar experiences succeed, can inspire them to pursue their goals.

Many of our staff teams got involved with fancy dress as the theme of 'through the decades' shone through.

We are grateful for our community links and our corporate partnerships

Most of our income comes from Local Authorities and Integrated Care Boards (ICBs) to cover the cost of the education and care we provide. That doesn't mean that we don't need to fundraise though, and we work with a range of businesses, organisations and individuals to improve the quality of life for our children, young people, and adults.

The money we receive from our supporters is used in different ways. We have used some of these funds towards improving our on-site facilities such as our hydrotherapy and rebound centre, and to provide our children, young people, and adults with tools and equipment specifically designed to give them more independence and make their lives a little easier. We have also used these funds to cover the costs of our Trust Celebration Day and festive activities. We are very grateful to Abbey Runners for their continued support of Hollybank and the generous donation they made in 2024/25 which meant our Celebration Day was the best ever! These events ensure the children, young people and adults have the opportunity to join large-scale Trust wide social activities where they have fun with their friends and families along with the staff teams they spend time with every day. We also take this opportunity to show our appreciation of #TeamHollybank and recognise the efforts and commitment of our incredible staff team. We would not be able to do this without the donated money and time we receive from our fabulous partners and supporters.

Here at Hollybank, we have several very successful partnerships with local companies across Yorkshire and some national companies too. Working with local and national businesses and organisations really helps us spread the message about what we do far and wide, and raises awareness about the important work we do with children, young people, and adults with profound disabilities.

Fundraising activities

Our fundraising activities undergo financial audits carried out by external inspectors to ensure donations are recorded in the correct way. The Trust is registered with the Fundraising Regulator and follows The Code of Fundraising Practice. There have been no formal complaints received. The Trust does not use telephone fundraising, cold calling or door to door fundraising as methods of raising income. The Trust does not use external consultancy or commission-based fundraisers.

ACCU - Partnership in Focus

Accu, an engineering company whose headquarters are based in Huddersfield, announced Hollybank Trust as their Charity of the Year back in spring 2024. The term 'Charity of the Year' refers to a designation of support from companies given to individual charities that are supported for a specific period.



Accu volunteers have had the opportunity to spend time at Hollybank Trust, helping with planned maintenance jobs such as painting, sanding and gardening, and attending various Hollybank events throughout the year.

Over the summer last year, a group of Accu volunteers attended a Bollywood-themed celebration and learnt about the vibrant culture and customs of Hollybank staff, adults, children, and young people. The event featured breathtaking Bollywood dance performances, including traditional styles like Bharatanatyam and Kathak. Our volunteers joined in the fun, participating in dance and wheelchair dancing, ensuring everyone felt included.



A small group of young people who attend Hollybank school were given the opportunity to help out around the Accu warehouse, getting a taste of working life as part of an accessible work experience programme. These experiences have improved their focus and are instilled within their newfound confidence.

Team members from Accu and Hollybank attended an end of year presentation, where as a token of our appreciation for all the support they have provided to us this year, were presented with a thank you card made by some of our young people and a beautiful bouquet of flowers. We are extremely thankful for the support Accu have provided to us and for choosing us as their 'Charity of the Year'.

Corporate Social Responsibility (CSR) days

During the year, we were able to reach out to our corporate contacts to offer them Corporate Social Responsibility (CSR) days. Our CSR days are great for providing businesses and organisations with valuable benefits such as team building opportunities, and they also aim to raise awareness of disabilities within their workforce too.

In the period April 2024 to March 2025 there were 10 volunteering occasions that took place across Hollybank. These were kindly delivered by 3 CSR partners – Accu, LV Huddersfield and Care First. In total 50 volunteers supported us which gave a value added to the Trust of £3,170.

HSBC

We have received support from HSBC staff through participation in fundraising activities for Hollybank and additional match funding from these by HSBC.

HSBC staff have supported us through CSR volunteering days since 2013, another very long standing and important relationship to us. They have helped by undertaking general grounds and garden maintenance tasks around site. They have also been given opportunities to participate in sessions in school and ELMS.

Local colleges and universities

Over the last 12 months, we have continued to grow our partnerships with local colleges and universities.

We have continued to work closely with groups of students from the University of York on our Trust-wide sustainability projects. This both benefits the Trust and meets the students' learning outcomes for their various qualifications. We also spoke at the students' annual Sustainability conference this year. The conversations are continuing with the university as we look at future opportunities with them.

Our Therapy teams have once again welcomed students into their teams, helping to develop the next generation of Therapists by giving them experience within our very specialist services.

We have had hosted Speech and Language and Occupational Therapy students throughout the year from Leeds Beckett and Huddersfield Universities. They have contributed to a project within the department and the feedback from them and the University is that they have really enjoyed and benefitted from their time with Hollybank Trust. One of our Speech and Language Therapists has also mentored an SLT student with additional support needs, demonstrating our team's inclusiveness and versatility.

The team has frequently given volunteers and college age students considering a career in one of the therapies the opportunity to shadow the teams.

At Hollybank Trust, we care about creating a sustainable environment for our children, young people and adults to live and learn, and for our staff to work in.



Hollybank has been working hard over the last few years to ensure that sustainability is central to our strategy and always thinking about ways in which we can improve.

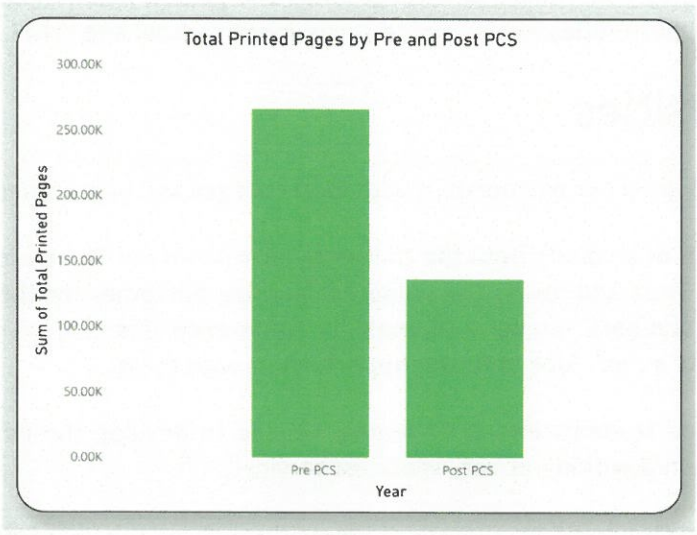
As part of all our tender processes, we look at how our potential suppliers are sustainable and ask them to consider the sustainability of any materials that they suggest we use.

Over the last 12 months, we have worked closely with the University of York and their students to look at how we can create trailblazer homes and enhance our forest school project.

We are continuing to improve education about the importance of recycling, improving our waste management and being more conscious of sustainable materials we use across the Trust.

We are also looking at how we take forward ideas on sustainable energy and are in the early stages of a solar panel project. We are exploring how we enhance our grounds with areas of wildflowers and providing a healthy habitat for the local wildlife.





A review of our paper usage was conducted in 2024 and it is pleasing to see that there has been a 48% reduction in the amount of printing carried out across the Trust since the introduction of a digital care system (PCS) at Hollybank in 2023.

In the year prior to PCS usage, Hollybank used 266,034 printed pages versus 136,112 printed pages in the year following the roll out of the system.

Hollybank is very mindful of the amount of waste we generate and make careful choices about the contracts we put in place. The company who deals with our WEE waste disposal is a partner with The National Forest. For each disposal we make, a donation is made to The National Forest which helps combat climate change.

stone 360

THE NATIONAL FOREST

Objectives and activities

Hollybank Trustees Limited, company number 05251731, is the corporate Trustee of Hollybank Trust. In line with the Charity's Trust Deed, the Trustee makes sure that Hollybank uses its Trust Fund and its income upon trust "for the benefit of children and adults with disabilities and with special care and/or educational needs" by the following:

- The relief of those in need by the provision of residential and/or daytime accommodation and related facilities; and
- The advancement of education by the provision of a special school and/or other education and personal development facilities at Hollybank, Mirfield, and/or other suitable premises.

Public benefit

The Trustee has complied with its duty in section 17 of the Charities Act 2011, to have due regard to the guidance published by the Charity Commission and has referred to the guidance on public benefit when reviewing the aims and objectives of the Trust, and in planning our future activities.

Hollybank charges fees for the services we deliver to Local Authorities and Integrated Care Boards (ICBs), as well as private purchasers. We offer to source advice on how to find independent support for those families who need it, to help them obtain funding from Local Authorities and ICBs for their family member, both for the school and for residential placements.

The aims of the Trust are clearly intended to benefit babies, children, young people, and adults who have profound disabilities and critical medical conditions only. We are very conscious of our duty to deliver services, not only to those people who are educated and who live at Hollybank, but also to children, young people, and adults in the wider community who fit the criteria identified in the Trust's charitable aims.

Charity number
1043129

Registered office
Far Common Road
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West Yorkshire
WF14 0DQ

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Banker
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Huddersfield
HD1 2DN

Trustee
Hollybank Trustees Limited

Solicitor
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Yorkshire House
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Leeds
LS1 5BD

Insurance broker and advisor
PIB Insurance Brokers
Poppleton Grange
Low Poppleton Lane
York
YO26 6GZ

Our Trustee Directors (Directors of Hollybank Trustees Ltd)

Name		Committee membership
Jane Raca	Chair of Trustee Directors (Appointed 24 September 2025)	Chair of Nominations
Clare Morrow	Chair of Trustee Directors (Resigned 24 September 2025)	Chair of Nominations
Jan Thornton	Vice Chair of Trustee Directors	Chair of Governors / Chair of Quality
Colin Blair		Resources
Sara Buchan		Chair of Employment / Nominations
Ruth Cherry		Resources
David Clugston		Resources
Michael Holt		Chair of Resources
Merran McRae	(Resigned 23 September 2024)	Chair of Quality
Christopher Sharp	(Resigned 9 December 2024)	Quality / Nominations
Nicholas Walters	(Appointed 24 June 2024)	Quality
David Whitehead	(Resigned 23 September 2024)	Employment
James Prince	(Appointed 23 September 2024)	Employment
Ian Marwood	(Appointed 9 December 2024)	Resources
Charles Wale	(Appointed 9 December 2024)	Quality

Our Executive Team

Position		Name
Chief Executive		Anna O'Mahony
Executive Director of People, Communications & Children's Services	(Resigned 31 March 2025)	Annabel Lane
Chief Operating Officer		Sean McKibben
Chief Financial Officer		Louise Shute

Our Senior Management Team

Position		Name
Head of Finance		Asif Chhibda
Head of People	(Appointed 19 May 2025)	Marcus Foster
Head of Adult Residential Services	(Appointed 20 May 2024)	Robert Hambrook
Head of Communication & Employee Engagement	(Resigned 31 August 2025)	James Hook
Head of Children's Services & Enrichment		Ailsa Moore
Head of IT and Estates		Ben Smith
Head of People	(Resigned 28 February 2025)	Helen Toop
Head of Quality		Helen Whittaker

The Trust is administered by Hollybank Trustees Limited. Our Trustee Directors have a broad cross section of business, financial, legal, medical, educational, employment, local government, care, marketing and communication backgrounds. Three of our Trustee Directors are relatives of adults who live within Hollybank Trust.

The Trust is governed by a Declaration of Trust, dated 29 December 1994, and amended on 18 November 2002; 24 November 2004 and 20 July 2017. Our governing document is our Memorandum and Articles of Association. The latter was reviewed in 2017 and the changes approved by the Charity Commission in June 2017.

We have a comprehensive induction process for all our Trustee Directors, which includes a code of conduct, job descriptions and duties for both Trustee Directors and office holders, laid down together with the essentials of Board responsibilities in a Board Code of Conduct. New Trustee Directors spend time with the Chair, Chief Executive, and relevant members of the Executive Board. They have access to all relevant documents pertaining to the effective running of the Trust.

We review the roles and responsibilities of the Trustee Directors and school governors annually, as well as considering the structure of our committees and their remit. As part of this review, the skills of both Trustee Directors and school governors are discussed to ensure that they are matched to appropriate committees. This also helps us to identify skills which need to be considered in future recruitment processes.

The Trustee Directors regularly review their own strengths, weaknesses, and effectiveness in relation to the objects of the Trust and our current strategy. Our Board of Trustee Directors meets formally, at least four times a year. They have overall responsibility for determining the Trust's mission and vision, overseeing our strategic direction and monitoring performance. Both safeguarding and health and safety are standing items at each meeting. All committee Terms of Reference are reviewed annually.

Trust committees

Resources
Delegated responsibility for accountability framework and all financial control systems, health and safety, risk analysis and risk management, IT, data protection and fundraising. It ensures we comply with all legal requirements relevant to finance and good practice and makes sure any Trust property is kept in a good state of repair and is adequately insured. It ensures that there is a planned maintenance schedule produced annually for the care and upkeep of all the Trust's properties.

Employment
Delegated responsibility for ensuring that the Trust complies with current legislation and good practice regarding employment issues, staff wellbeing, recruitment and retention.

Quality
Delegated responsibility for ensuring the Trust complies with all aspects of the law, relevant standards and good practice in relation to residential and respite services, safeguarding, incident management, complaints, therapy, nursing, enrichment and social and emotional support across the Trust.

Nominations
Delegated responsibility for leading the recruitment process for the Chair, Trustee Directors and the Chief Executive. Also acts as a remuneration committee for the executive team members of the Trust.

School governance

Our School Governing Body has delegated responsibility for the running of the school. The Governors consists of at least one Trustee Director, as well as five school governors. They work within detailed articles and instruments of governance. For the period 1 April 2024 – 31 March 2025, governor meetings were conducted face to face and via Teams.

Our school is formally registered and recognised as a non-maintained special school. The school was rated Outstanding by Ofsted in 2024 and previously in 2018. Our two separate children's homes, Orchard Court and Brambles, provide accommodation for some of the school children, the remaining children who attend our school are day students, although some children may access our short break respite provision in the children's homes. Orchard Court was inspected in August 2024 by Ofsted and was rated as Good. Brambles was inspected in May 2025 and was also rated Good.

The skills represented on the Governing Body are education, health, business, social care, Local Authority representatives and the voluntary sector. We have two parent governors and a teacher governor to represent the school staff. Six link governors are appointed to monitor the quality of each area of the Ofsted framework: Leadership and Management, Quality of Teaching and Learning, Pupil Outcomes, Personal Development and Wellbeing, Behaviour & Safety and Early Years. The link governors report to the Governing Body quarterly and a summary of their findings is taken to the Quality Committee as appropriate by the Chair of Governors, who is also a Trustee Director.

Risk management

The trustees and executive management of the Trust believe that sound risk management is integral to both good management and good governance practice. Risk management forms an integral part of the Trust's decision making and is incorporated within strategic and operational planning. Risk assessment is conducted on all new activities and projects to ensure they are in line with the Trust's objectives and mission. Any risks or opportunities arising are identified, analysed, and reported at an appropriate level.

A risk register covering economic, governance, strategic and reputational, operational, compliance and financial risks is maintained by the executive and senior management team and updated at least four times a year and more frequently where risks are known to be volatile. A risk report is made to the trustee board each quarter detailing the high concern risks, rising risks, reducing risks, new risks and emerging risks.

The Trust operates comprehensive risk management processes through its various committees. It is a regular agenda item on the executive team meetings; monthly meetings of the joint executive and senior management teams; quarterly meetings of the resources committee; and quarterly meetings of the trustee board.

The main elements of the Trust's systems of internal financial control include the following:

- Clearly defined management responsibilities and levels of authority, with formal policies for the approval and control of expenditure.
- Detailed financial control policies and procedures approved by the resources committee.
- Regular review of performance and monthly financial reports, comparing actual results with forecasts and changes in expected outcomes including key performance indicators (KPIs).
- An external annual review of financial controls and processes is carried out, which includes a more in-depth look at the financial procedures relating to a specific area of the Trust. A report from this annual review, including recommendations about improvements, is made to the resources committee, which considers the outcomes as part of the process of satisfying the adequacy of the systems of internal financial controls.

- Comprehensive short- and medium-term planning process supported by detailed income, expenditure and cash flow projections.

The trustees regularly review the risk management system to oversee the key risks to which the Trust is exposed and consequently mitigate any major risks.

Key risks facing the Trust are: the management of serious incidents, safeguarding matters, regulatory compliance, health and safety, public sector funding and its impact on the number of people referred to Hollybank, reduction in occupancy levels of the residential homes, impact of the national living wage (NLW) and pension increases, inflationary pressures and significant rise in cost of living, the replacement of legacy IT systems, maintaining the ageing estate, recruitment and retention of staff, workforce planning and capacity.

The Trust's policies for regulatory compliance, health and safety, incident reporting and safeguarding mitigate against the risks faced in this area. Strong budgetary control helps mitigate the financial risks the Trust faces, but it is widely known the challenges our sector is facing with regards to attracting and retaining staff, high agency costs, NLW increases and the impact on other rates of pay, increases in employer pension contributions, high utility and insurance costs as well as high inflation; whilst having to fight for appropriate funding to cover these costs. We have a Placement Panel which reviews referrals for our services to reduce the length of time we may have a vacant placement. We also promote staff wellbeing and have a wellbeing programme to support staff to have a great day at work and to assist where we can with lifestyle pressures and/or health conditions.

The Trust also expects to meet minimum standards required by legislation and best practice in operational areas covering the following: IT and data protection; HR; Health and safety; Infection control; Governance; Quality; Financial accounting and reporting, etc.

Regulatory bodies the Trust has to report to and comply with are the Charity Commission, Care Quality Commission (CQC), Ofsted, Health & Safety Executive (HSE), HMRC and Information Commissioners Office (ICO). Hollybank also has statutory reporting duties including reporting to the local safeguarding teams. Anything reported to these regulatory and/or statutory bodies are notified to trustees through the committee and board meetings.

The risk of falling short of these standards is mitigated as far as possible by ensuring that appropriate policies and working practices are adopted in each of these key areas and that staff are adequately experienced and trained to manage this. Where necessary, external advice is sought to supplement internal expertise.

CQC and Ofsted inspection visits:

Service	Inspection date	Inspection body	Rating
Hollybank School	Mar 2024	Ofsted	**Outstanding**
Brambles	May 2025	Ofsted	**Good**
Orchard Court	Aug 2024	Ofsted	**Good**
Poplars	Feb 2020	CQC	**Good**
Oak House	May 2019	CQC	**Good**
Beeches	May 2019	CQC	**Good**
Conkers	May 2021	CQC	**Good**
Holly Court	Mar 2021	CQC	**Good**
Sycamores	Apr 2018	CQC	**Good**
Rowan Court	Apr 2023	CQC	**Requires Improvement**
Willow Court	Sep 2021	CQC	**Requires Improvement**

Our 2024-2027 business strategy outlines three areas of key focus:

#TeamHollybank

- We are one team with a shared vision and goals, all going in the same direction.
- We demonstrate and lead our teams with the #BeSomeone values at all times.
- We strive for excellence with a smile on our face.
- We share the responsibility to achieve wonderful outcomes for everyone at Hollybank.
- We respect, value, trust, collaborate and work positively together.
- We are passionate about what we do to bring happiness to children, young people and adults.
- We have happy staff who want to work at Hollybank and make a difference.
- We communicate well and inspire others.

Quality and continuous improvement

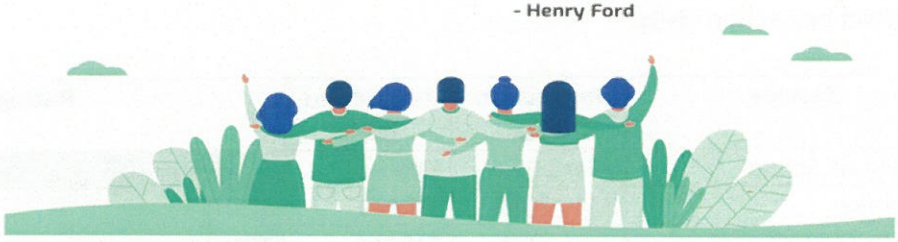
- We are person centred and our decisions and actions reflect this at all times.
- We are all accountable, and we all have a part to play to achieve high quality of care and education.
- We are open, transparent, curious and are confident to ask why.
- We believe that compliance and high standards are non-negotiable.
- We promote the use of advocacy services for our children, young people and adults.
- We strive to be a centre of excellence and lead innovative projects as experts in our profession.

Digital journey

- We are ready to support change and digital ways of working.
- We will communicate well to support people to change how they work.
- We will build knowledge and understanding in a compassionate way.
- We welcome and understand the benefits and improvements digital tools can provide us.
- We will reduce paper, work smarter and be more efficient.

"Coming together is a beginning, staying together is progress, and working together is success."

- Henry Ford



QUALITY
We want to deliver a first-class service, every time, that's why we have high expectations of ourselves, and others

SUSTAINABILITY
We want to be around for years to come, so everything we do is in the long-term interests of Hollybank

CULTURE & REPUTATION
We care about what people think of us – not just our colleagues, but also families, supporters and the wider community too

The principal source of income comes from fees and charges, mainly from public bodies, for the educational, medical/therapeutic and residential services provided by the Trust. The Trust also receives certain direct grant funding from the Education Funding Agency, the Department of Education and Skills, legacies, donations from events and fundraising activities as well as major fundraising appeals for specific projects.

We have continued to work hard with all our commissioners to ensure fees for our services are correctly aligned and to address the significant funding deficit. This hard work resulted in Hollybank being awarded an increase in fees of approximately £1m compared to the previous year, equating to a 6% increase, however, this was not enough to cover the impact to staff costs of the increase in the National Living Wage (NLW).

The total incoming resources of the Trust for the year were £20,215k *(2024: £19,003k),* demonstrating a 6.4% increase of £1,212k. Included within this are incoming resources from charitable activities which have increased by 7.5% to £19,924k *(2024: £18,541k)*, the main reasons being:

- Residential services income has increased by £1,086k to £17,652k *(2024: £16,566k),* approximately £1,653k due to annual fee uplifts, fee recovery work and the annualised impact of residents who joined the Trust in 2023/24; offset by lower occupancy levels at an estimated cost to the Trust of £567k.
- School income has increased by £121k to £1,737k *(2024: £1,616k)* due to an increase in school pupils and grants received.
- Enrichment and Bradbury Centre income has increased by £175k to £535k *(2024: £359k)* due to higher occupancy levels and an uplift in fees.

Income from legacies and donations has decreased by £184k to £33k *(2024: £217k)* due mainly to a one-off unrestricted donation received last year from the Bradbury Foundation Hong Kong of £150k. Investment income has decreased by £37k to £26k *(2024: £63k)* due to lower interest earned on deposits, savings account and interest receivable from a swap arrangement coming to an end in March 2024. Other income has increased by £51k to £232k *(2024: £181k)* mainly due to digital care grants received for the full year and increased café income.

The cost of raising donations and legacy income was £19k *(2024: £15k*). There have been no fundraising events in the year.

The cost of charitable activities for the year was £19,862k *(2024: £18,482k),* a 7.5% increase of £1,380k. The movement in costs is mostly made up of:

- Increase in staff costs (including support services) of £1,543k due to the 9.8% increase in the National Living Wage in April 2024 and associated oncosts, and costs to maintain relevant differentials across the different pay grades; £1m spend on agency *(2024: £1.1m)* to cover staff absences and vacant frontline posts which continues to be a challenge for the sector; offset by staffing vacancies.
- Reduction in other direct costs of £114k largely due to savings in energy costs of £81k as a result of lower contracted unit costs.
- Reduction in other support costs of £26k mainly due to a reduction in licence costs for the HR system which we replaced during the year.
- Reduction in depreciation and other sundry costs of £24k due to a reduction in legal and professional costs.

Net income for the financial year is £334k *(2024: £476k)*, demonstrating a decrease of £142k.

The balance sheet shows that at 31 March 2025, the total funds of the Trust were £31,323k *(2024: £30,991k)*. The increase of £332k is predominantly due to the acquisition of D.D.H. Services Ltd. (see note 10), which was mainly financed with a 10 year bank loan. Cash at bank and in hand was £1,475k *(2024: £2,170k)*.

Investments

The Trustee Directors have responsibility for Trust investments, to act in accordance with the Trustees Act 2000, and the Trust's own investment policy. They regularly consider the appropriateness of Trust investments and it is the current policy of the Trustee Directors to hold endowed funds in a suitable investment fund to produce an appropriate mix of income and capital growth.

The endowed funds are invested in COIF Charities Investment Fund – Income Units, managed by CCLA Investment Managers Ltd. The value of investments at 31 March 2025 was £46k *(2024: £48k)* and the Trust received dividends of £1k *(2024: £1k)* in the year. The Trustee Directors consider that the investments met the set performance objectives.

Hollybank owns 100% of the ordinary share capital in D.D.H. Services Ltd which is incorporated in England and Wales, and exists to raise funds for the company which is accounted for at cost less any accumulated impairment losses. The value of the investment at 31 March 2025 was £3,621,192 *(2024: £Nil)* as shown in note 10.

Reserves policy

At 31 March 2025, the Trust had free reserves of £5,165k *(2024: £1,530k)*. Free reserves are the unrestricted funds of the Trust, less the value of tangible fixed assets bought out of unrestricted funds, adjusted for any attributable long term financing.

The Trust utilises reserves to finance significant investment in land, buildings, fixtures, fittings, vehicles and equipment in order to maintain and further develop the service level it provides. This development has continued with investment in the year of £509k *(2024: £696k)* in tangible fixed assets, spent mainly on residential home improvements, IT equipment replacement and a new HR/T&A/payroll system; which was met from free reserves, voluntary income and loans.

Reserves also provide for unexpected losses or unforeseen costs. Levels of income and expenditure are not usually subject to material fluctuations in the short term and can be forecast with a reasonable degree of certainty. The Trust has in place Business Interruption insurance to cover certain risks. The Trustee Directors regularly review the level of reserves and currently believe £3.2m is the minimum required. At 31 March 2025, free reserves totalled £5.2m which is above the minimum level on a risk-assessment basis.

Plans for future periods

The financial sustainability of our organisation remains a key priority as we continue to navigate significant challenges within the sector. Local Authorities (LAs) and Integrated Care Boards (ICBs) are still under pressure with limited funding, which impacts their ability to meet the rising demand for services. While we continue to work closely with commissioners to secure appropriate funding, the financial pressures remain a concern, particularly as inflation and cost-of-living increases outpace funding adjustments.

The increase in the National Living Wage (NLW) continues to have a significant impact on our cost base, particularly with regards to pay differentials between our teams. As we strive to attract and retain high-quality staff, it is becoming increasingly challenging to balance pay across different grades and roles. We are committed to ensuring that our pay structure remains fair, while continuing to focus on our efforts to maintain a workforce that is both highly skilled and motivated.

The announcement of an increase in Employer's National Insurance Contributions in October 2024 has put an additional pressure on our financial situation. Additionally, the rising employer pension contribution costs present another challenge that we must address, as these increases add further pressure to our operating costs. These cost burdens, alongside the continued complexities of filling beds in both our children's and adult services, make our financial planning for the coming periods increasingly challenging.

As part of our ongoing efforts to ensure long-term sustainability and efficiency, we will be undergoing a restructuring process in the coming year. While this decision has not been taken lightly, it is necessary to respond to the current financial pressures and to better align our resources with the future needs of the organisation. Unfortunately, this restructuring may result in some redundancies. We are committed to handling these changes with sensitivity and support for those affected, providing appropriate guidance, and ensuring that all steps are taken in a respectful and considerate manner.

Despite these challenges, we are focused on growth opportunities. The recent acquisition of D.D.H. Services Ltd. marks an exciting step forward in our journey. This new business, with its potential for generating surpluses, will provide crucial support to the financial health of the Group and help balance the pressures we face in the core services.

Looking ahead, we will continue to manage our resources with efficiency, while driving forward our strategy of quality and continuous improvement. We are dedicated to growing and expanding our services where possible, whilst remaining responsive to the changing needs of the sector and our stakeholders.

Signed on behalf of the Trustee:

Jane Raca

J Raca
Chair of Hollybank Trustees Limited

24 September 2025

Trustee responsibilities

The Trustee Directors are responsible for preparing the Trustee's report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period.

In preparing these financial statements, the Trustee Directors are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP (FRS102)
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

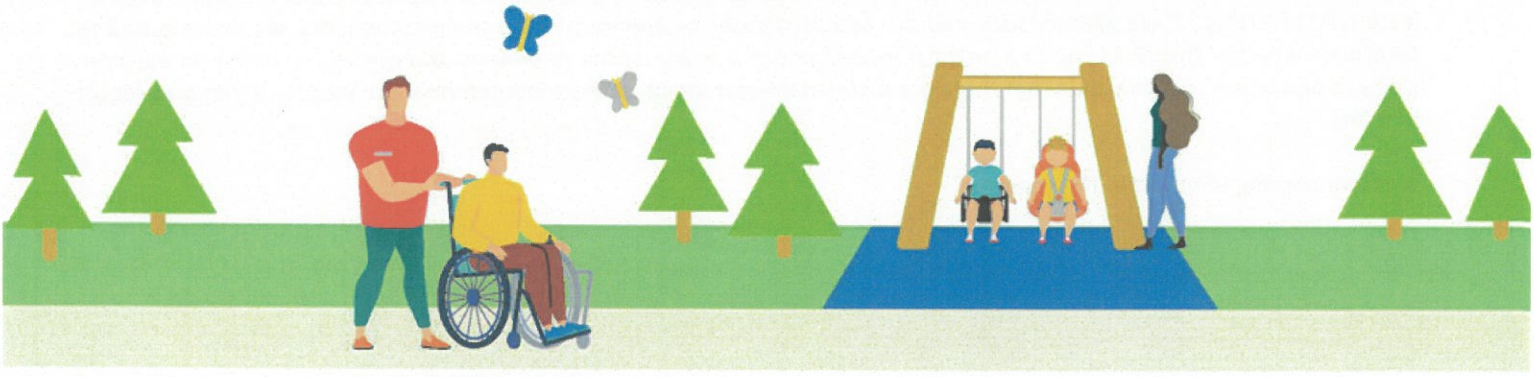
The Trustee Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, and applicable accounting regulations. They 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.

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

Hollybank
Quality of life, for life

Hollybank Trust

Independent auditor's report



Opinion

We have audited the financial statements of Hollybank Trust for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet and cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2025 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 Auditors' 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's 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 twelve months from when the financial statements are authorised for issue.

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

Other information

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

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

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 Trustee's annual report is inconsistent in any material respect with the financial statements; or
- the charity has not kept sufficient accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustee

As explained more fully in the Trustee's Responsibilities Statement set out on page 26, the Trustee is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustee determines 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 Trustee is 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 Trustee either intends to liquidate the charity or to cease operations, or has no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditors under the Charities Act 2011 and report in accordance with regulations made under that 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 auditors' 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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charity's financial statements to material misstatement and how fraud might occur, including through discussions with the Trustee Directors, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charity by discussions with Trustee Directors and updating our understanding of the sector in which the charity operates.

Laws and regulations of direct significance in the context of the charity include the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008, the Care Quality Commission, Ofsted and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charity's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charity's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: 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 Trustee, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the Trustee those matters we are required to state to it 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 and the Trustee as a body, for our audit work, for this report, or for the opinions we have formed.

Saffery LLP

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Saffery LLP, 10 Wellington Place, Leeds, LS1 4AP

Chartered Accountants and Statutory Auditors

Date: 8 December 2025

Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Statement of financial activities

for the year ended 31 March 2025

	Note	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Endowment Fund 2025 £	Total Funds 2025 £	Total Funds 2024 £
Income and endowments from:						
Donations and legacies	2	**18,756**	**14,701**	**-**	**33,457**	217,085
Charitable activities	2	**19,923,719**	**-**	**-**	**19,923,719**	18,541,372
Investments	2	**24,645**	**-**	**1,314**	**25,959**	63,204
Other	2	**231,692**	**-**	**-**	**231,692**	181,208
Total income	2	**20,198,812**	**14,701**	**1,314**	**20,214,827**	19,002,869
Expenditure on:						
Raising funds	3	**18,019**	**-**	**1,314**	**19,333**	15,278
Charitable activities	4	**19,847,138**	**14,400**	**-**	**19,861,538**	18,481,874
Other	6		**-**	**-**	**-**	30,001
Total expenditure		**19,865,157**	**14,400**	**1,314**	**19,880,871**	18,527,153
Net income		**333,655**	**301**	**-**	**333,956**	475,716
Transfers between funds	15	**25,419**	**(25,419)**	**-**	**-**	-
Other recognised gains/(losses):						
Gains on revaluation of tangible fixed assets	9	**-**	**-**	**-**	**-**	7,525,919
(Losses)/gains on revaluation of investment	10	**-**	**-**	**(2,251)**	**(2,251)**	4,011
Net movement in funds		**359,074**	**(25,118)**	**(2,251)**	**331,705**	8,005,646
Reconciliation of funds						
Fund balances brought forward at 1 April 2024	15	**30,435,045**	**507,670**	**48,317**	**30,991,032**	22,985,386
Fund balances carried forward at 31 March 2025	15	**30,794,119**	**482,552**	**46,066**	**31,322,737**	30,991,032

The above results derive from continuing activities and includes all gains and losses recognised in the year.

A fully detailed comparative statement of Financial Activities for the year ending 31 March 2024 is shown at note 16.

The notes on pages 33 to 50 form part of these financial statements.

Balance sheet

at 31 March 2025

	Note	£	2025 £	£	2024 £
Fixed assets					
Tangible fixed assets	*9*		**29,186,226**		29,412,538
Investments	*10*		**3,667,258**		48,317
			32,853,484		29,460,855
Current assets					
Debtors	*11*	**3,041,757**		2,071,815	
Cash at bank and in hand		**1,475,344**		2,170,085	
		4,517,101		4,241,900	
Creditors: amounts falling due within one year	*12*	**(3,283,678)**		(2,711,723)	
Net curent assets			**1,233,423**		1,530,177
Total assets less current liabilities			**34,086,907**		30,991,032
Creditors: amounts falling due after more than one year	*13*		**(2,764,170)**		-
Net assets			**31,322,737**		30,991,032
Funds					
Unrestricted funds	*15*		**30,794,119**		30,435,045
Restricted funds	*15*		**482,552**		507,670
Endowment fund	*15*		**46,066**		48,317
Total charity funds			**31,322,737**		30,991,032

Approved by the Trustee Board on 24 September 2025 and signed on its behalf by:

Jane Raca

J Raca
Chair of Hollybank Trustees Limited

The notes on pages 33 to 50 form part of these financial statements.

Cash flow statement

for the year ended 31 March 2025

	Note	2025 £	2024 £
Net cash generated from operating activities	*A*	**412,318**	1,229,605
Cash flows from investing activities			
Purchase of tangible fixed assets		**(509,312)**	(696,038)
Acquisition of subsidiary		**(3,621,192)**	-
Interest received		**24,645**	-
Net cash used in investing activities		**(4,105,859)**	(696,038)
Cash flows from financing activities			
Proceeds from new loan		**3,100,000**	-
Repayment of loans		**(25,833)**	(310,166)
Interest paid on loans		**(8,896)**	-
Repayment of finance lease obligations		**(66,471)**	(13,214)
Net cash generate from/(used in) financing activities		**2,998,800**	(323,380)
Change in cash and cash equivalents in the period		**(694,741)**	210,187
Cash and cash equivalents at the beginning of the period		**2,170,085**	1,959,898
Cash and cash equivalents at the end of the period		**1,475,344**	2,170,085

The notes on pages 33 to 50 form part of these financial statements.

A Reconciliation of net cash used in operating activities

	2025	2024
	£	£
Net incoming resources	**333,956**	475,716
Depreciation	**735,624**	710,082
Interest received	**(24,645)**	-
Interest paid	**8,895**	-
Increase in debtors	**(969,942)**	(284,155)
Decrease in creditors	**328,430**	327,962
Cash flow from operating activities	**412,318**	1,229,605

Analysis of changes in net debt

	At 1 April 2024	Cash flows	Other non-cash changes	At 31 March 2025
	£	£	£	£
Cash	2,170,085	(694,741)	-	1,475,344
Loans falling due within one year	-	(309,996)	-	(309,996)
Loans falling due after more than one year	-	(2,764,170)	-	(2,764,170)
Finance lease obligations	(275,195)	66,471	-	(208,724)
	1,894,890	(3,702,436)	-	(1,807,546)

Other notes...

Notes

(forming part of the financial statements)

1 Accounting policies

Hollybank Trust (the "Trust") is an unincorporated charity.

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at historic cost modified by the adoption of measuring investment assets and freehold property on a revaluation basis. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (the "Charity SORP") preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 effective 01 January 2019) and the Charities Act 2011.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements. Hollybank Trust meets the definition of a public benefit entity under FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £1.

Going concern

The Trust's business activities together with the factors likely to affect its future performance and development are detailed in the annual report. It is the view of the Trustee Directors that the Trust is well placed to manage its business risks successfully. This is evidenced in the financial statements, cash flow and liquidity position as stated in this annual report. In addition, the Trust has robust policies and procedures for managing its reserves and its financial risk management objectives. The Trustee Directors have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future and they therefore continue to adopt the going concern basis of accounting in preparing the annual financial statements.

The key risks facing the Trust are discussed in the annual report on page 20. Other areas of uncertainty are the levels of investment return and key judgements around property valuation and provisions.

Incoming resources

Income from grants and fees are matched to the periods for which the services are provided and any such income, not expended by the end of the financial year, is carried forward as deferred income.

All donations and grants towards asset purchases, income from fundraising events, and investment income are treated as income in the year receivable. Legacy income is included either when received or, if before receipt, there is reasonable certainty that the legacy will be received and that the value receivable can be measured with sufficient reliability.

Interest income (e.g. interest on funds held on deposit) is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of interest paid or payable. Dividend income from investment funds is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of dividends paid or payable.

Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a staff time basis in accordance with Charities SORP (FRS 102). No amounts have been included in the financial statements for services donated by volunteers.

1 **Accounting policies** *(continued)*

Fixed assets and depreciation
Depreciation is provided by the Trust to write off the cost less the estimated residual value of tangible fixed assets by equal instalments over their estimated useful economic lives as follows:

Freehold land	-	nil
Freehold buildings	-	2% per annum
Equipment, fixtures and fittings	-	20% - 33% per annum
Motor vehicles	-	12.5% - 25% per annum

A policy of revaluation exists for freehold land and buildings. Valuations are performed by external valuation specialists on a rolling 5-year basis.

A surplus on book value is transferred to unrestricted funds. A deficit is recognised when the book value exceeds its valued amount. Such losses are recognised in the Statement of Financial Activities unless it arises on a previously revalued asset. A deficit on a revalued asset is recognised from any aggregate surplus relating to that asset. Where there is no such surplus or if the carrying value may not be recoverable, and the deficit or impairment is deemed permanent, it is charged to the Statement of Financial Activities.

Land and buildings in the course of construction or conversion are not depreciated until brought into use.

Plant, equipment, furnishings, fixtures, fittings and other tangible fixed assets, with a value of less than £5,000, are written off as consumables in the year of purchase.

Tangible fixed assets are subject to review on a regular basis to ensure that there has been no impairment and that the value included in assets is fair and reasonable.

Leases
Assets acquired under finance leases or hire purchase agreements are capitalised and the outstanding future obligations are shown in creditors. Operating lease rentals are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

1 **Accounting policies** *(continued)*

VAT
The Trust's activities are classified as either vatable, taxable, exempt or non-business activities for the purposes of VAT and therefore any irrecoverable VAT is included in the relevant costs heading in the Statement of Financial Activities.

Investments
Investments are stated at market value at the balance sheet date. Changes made to the balance sheet market values are reflected in the Statement of Financial Activities together with realised profits and losses on sales of investments during the year.

The investments in subsidiary undertakings are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. These investments are assessed for impairment at each reporting date and any impairment losses are recognised immediately in the Statement of Financial Activities. A subsidiary is an entity controlled by the Trust. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

Fund structure
The Trust's funds are held in the following separate funds:

a) **Unrestricted fund**
This fund represents the unrestricted funds that the Trustee is free to use in accordance with the charitable objects of the Trust.

b) **Restricted funds**
These funds represent donations, grants and fundraising income from events and appeals for a specific purpose. The income is spent on providing land and buildings, equipment, facilities and social activities for the benefit of our children, young people, and adults. Further details can be found in note 15(b).

c) **Permanent endowment fund**
This is a permanent endowment fund, the income of which is restricted to the provision of additional benefits for our school students.

Notes *(continued)*

1 Accounting policies *(continued)*

Basic financial instruments:

Trade and other debtors / creditors
Trade and other debtors are recognised initially at transaction price less attributable transaction costs. Trade and other creditors are recognised initially at transaction price plus attributable transaction costs. Subsequent to initial recognition, they are measured at amortised cost using the effective interest method, less any impairment losses in the case of trade debtors. If the arrangement constitutes a financing transaction, for example if payment is deferred beyond normal business terms, then it is measured at the present value of future payments discounted at a market rate of instrument for a similar debt instrument.

Cash and cash equivalents
Cash and cash equivalents comprise cash balances and call deposits.

Other financial instruments:

Financial instruments not considered to be basic financial instruments
Other financial instruments not meeting the definition of Basic Financial Instruments are recognised initially at fair value. Subsequent to initial recognition, other financial instruments are measured at fair value with changes recognised in the Statement of Financial Activities.

Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors considered to be relevant.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Critical estimates and depreciation of tangible assets

Depreciation policies have been set according to experience of the useful lives of the assets in each category and are reviewed annually. Expenditure is incurred on creating tangible fixed assets for use in the charity, with costs incurred over a number of months. The Trustees believe it is possible to segregate these costs into identifiable projects, and as such no depreciation is charged on that project until it is brought into use.

Legacies

Legacies are recognised as income when probate has been granted, the charity has established its entitlement to the funds and sufficient information is available to allow the measure of entitlement, and it is probable that funds are receivable.

Notes *(continued)*

2 Income and endowments

		Unrestricted £	Restricted £	Endowment £	2025 £	2024 £
Donations and legacy income:	Donations	**18,756**	**14,701**	**-**	**33,457**	217,085
Investment income	Dividends	**-**	**-**	**1,314**	**1,314**	1,288
	Interest received	**24,645**	**-**	**-**	**24,645**	61,916
Charitable activities	Residential services	**17,651,637**	**-**	**-**	**17,651,637**	16,565,986
	School	**1,737,286**	**-**	**-**	**1,737,286**	1,615,962
	Enrichment services	**499,628**	**-**	**-**	**499,628**	350,520
	Bradbury Centre	**35,168**	**-**	**-**	**35,168**	8,904
Other income		**231,692**	**-**	**-**	**231,692**	181,208
Total incoming resources		**20,198,812**	**14,701**	**1,314**	**20,214,827**	19,002,869

The 2024 figures included £17,446 restricted donations and legacies and £1,288 endowment income.

Notes *(continued)*

3 Cost of raising funds

	Unrestricted	Endowment	2025	2024
	£	£	£	£
Staff costs	**5,226**	**-**	**5,226**	5,226
Office and premises costs	**10,969**	**-**	**10,969**	7,464
Motor and travel expenses	**413**	**-**	**413**	90
Depreciation	**2,725**	**-**	**2,725**	2,498
COIF investment	**(1,314)**	**1,314**	**-**	-
	18,019	**1,314**	**19,333**	15,278

The 2024 figures include £1,288 of fundraising costs allocated to the endowment fund.

4 Cost of charitable activities

	Unrestricted	Restricted	2025	2024
	£	£	£	£
Residential services:				
Staff costs	**12,465,869**	**-**	**12,465,869**	11,260,756
Depreciation	**332,274**	**504**	**332,778**	298,163
Other direct costs	**1,787,916**	**-**	**1,787,916**	1,884,832
Support costs (note 5)	**2,478,317**	**-**	**2,478,317**	2,362,972
School:				
Staff costs	**1,188,061**	**-**	**1,188,061**	1,076,341
Depreciation	**15,989**	**-**	**15,989**	16,337
Other direct costs	**118,746**	**-**	**118,746**	119,998
Support costs (note 5)	**454,557**	**-**	**454,557**	435,675
Enrichment services:				
Staff costs	**534,619**	**-**	**534,619**	468,791
Depreciation	**75,531**	**13,896**	**89,427**	107,449
Other direct services	**114,535**	**-**	**114,535**	130,338
Support costs (note 5)	**287,466**	**-**	**287,466**	277,416
Other costs of charitable activities	**(6,742)**	**-**	**(6,742)**	42,806
	19,847,138	**14,400**	**19,861,538**	18,481,874

The 2024 figures include £14,400 of depreciation allocated to the restricted fund.

5 Allocation of central support costs

	Residential services	School	Enrichment services	2025	2024
	£	£	£	£	£
Governance:					
Staff costs	**473,011**	**37,467**	**33,720**	**544,198**	495,046
Other costs	**17,229**	**2,101**	**1,225**	**20,555**	42,009
Finance and payroll:					
Staff costs	**246,850**	**13,099**	**17,634**	**277,583**	268,392
Other costs	**37,014**	**1,965**	**2,644**	**41,623**	30,658
People and culture:					
Staff costs	**297,584**	**55,901**	**65,764**	**419,249**	343,263
Other costs	**132,055**	**24,808**	**29,185**	**186,048**	279,989
Information technology:					
Staff costs	**143,988**	**68,890**	**11,482**	**224,360**	213,616
Other costs	**165,058**	**78,971**	**13,160**	**257,189**	258,410
Premises and amenities:					
Staff costs	**335,989**	**59,629**	**39,201**	**434,819**	419,058
Other costs	**401,820**	**71,312**	**46,881**	**520,013**	439,987
Depreciation	**227,719**	**40,414**	**26,570**	**294,703**	285,635
	2,478,317	**454,557**	**287,466**	**3,220,340**	3,076,063

All support and governance costs in both the current and prior year have been allocated to unrestricted funds.

6 Other costs

	2025	2024
	£	£
Audit and professional costs	-	30,001
	-	30,001

Governance costs of £22,368 *(2024: £30,001)* have been allocated against charitable activities this year as previously, management did not consider these costs to represent a day to day operating cost of the Trust. As such, they were recognised as a separately identifiable expense in the Statement of Financial Activities in the year ended 31 March 2024.

6 Other costs *(continued)*

Fees payable to the auditors for services to the Trust

	2025	2024
	£	£
Audit (including irrecoverable VAT)	**22,200**	21,294
Legal & professional fees	**168**	8,707
	22,368	30,001

7 Staff costs

	2025	2024
	£	£
Wages and salaries	**13,472,170**	12,079,725
Social security costs	**1,158,535**	1,005,750
Pension costs (see below)	**443,141**	388,811
Agency and supply labour cost	**1,020,138**	1,076,203
	16,093,984	14,550,489

Pension costs

	2025	2024
	£	£
Defined contribution schemes	**341,377**	289,373
Defined benefit scheme (Teachers)	**101,764**	99,438
	443,141	388,811

The average number of employees (excluding agency and supply labour) during the year was as follows:

		2025	2024
		No.	No.
Direct services	Residential services	**487.8**	478.3
	School	**47.0**	46.3
	Enrichment services	**24.7**	25.2
Support	Governance	**4.1**	4.3
	Finance and payroll	**7.8**	8.0
	People and culture	**12.8**	12.4
	Information and technology	**5.9**	5.9
	Premises and amenities	**26.3**	23.0
		616.4	603.4

Notes *(continued)*

7 Staff costs *(continued)*

The number of employees who received emoluments, including redundancy and taxable benefits, in excess of £60,000 are as follows:

	2025 No.	2024 No.
£60,001 - £70,000	2	1
£70,001 - £80,000	-	1
£80,001 - £90,000	-	-
£90,001 - £100,000	2	1
£100,001 - £110,000	-	1
£110,001 - £120,000	1	-
£120,001 - £130,000	1	1

In respect of these employees, pension contributions of £47,970 *(2024: £42,711)* were payable by the Trust into defined contribution and benefit schemes. The key management personnel comprised of the Chief Executive, Chief Financial Officer, Chief Operating Officer and the Executive Director of People, Communications & Children's Services (the Executive team). In respect of these employees, the total salaries and benefits amounted to £414,190 *(2024: £397,137)* plus pension contributions of £28,993 *(2024: £27,578)*.

7 Remuneration of Trustee Directors and related party transactions

None of the Trustee Directors of Hollybank Trustees Limited received any remuneration or expenses during the year in the course of their duties as Trustee Directors *(2024: £nil)*.

Anna O'Mahony, Chief Executive, is a voluntary director of Kirklees CA Limited. During the year, Kirklees CA Limited paid Hollybank Trust £425 *(2024: £138)* for meeting room hire.

8 Tangible fixed assets

	Land and buildings	Equipment, fixtures and fittings	Motor vehicles	Total
	£	£	£	£
Cost or valuation				
At beginning of year	28,105,000	6,573,786	838,119	35,516,905
Additions	62,657	446,655	-	509,312
At end of year	28,167,657	7,020,441	838,119	36,026,217
Depreciation				
At beginning of year	-	5,494,935	609,432	6,104,367
Charge for year	334,836	328,023	72,765	735,624
At end of year	334,836	5,822,958	682,197	6,839,991
Net book value				
At 31 March 2025	**27,832,821**	**1,197,483**	**155,922**	**29,186,226**
At 31 March 2024	28,105,000	1,078,851	228,687	29,412,538

9 Tangible fixed assets *(continued)*

The freehold land and buildings for the Mirfield site were revalued on 5 July 2024 by Nicholas Verity BSc MRICS (Senior Surveyor) and Matthew Scholey BSc MRICS (Director), and agreed with Anthony Spencer BSc MRICS (Senior Partner), of Eddisons, independent chartered surveyors. The valuation was prepared in accordance with the RICS Valuation – Professional Standards January 2022 incorporating IVSC Valuation Standards. The valuation has been prepared on the basis of Depreciated Replacement Cost (DRC), which is defined in the RICS Valuation – Global Standards (UK National Supplement) 2022 as 'the current cost of replacing an asset with its modern equivalent asset less deductions for physical deterioration and all relevant forms of obsolescence and optimisation'.

The freehold land and buildings for Rowan Court, Sycamores and Oak House were revalued on 10 July 2024 by Nicholas Verity BSc MRICS (Senior Surveyor) and agreed with David Hayton DipVEM MRICS (Director), of Eddisons, independent chartered surveyors. The valuation was prepared in accordance with the RICS Valuation – Global Standards incorporating IVSC International Valuation Standards (effective from January 2022) and the UK National supplement (effective from May 2024). The valuation has been prepared on the basis of Fair Value, which is defined by RICS (Royal Institute of Chartered Surveyors) as 'the price that would be received to sell an asset, or paid to transfer a liability, in an orderly transaction between market participants at the measurement date'.

In accordance with paragraph 10.35 of the Charity SORP, the freehold land and buildings are to be valued on a rolling 5-year basis.

The historic cost of the freehold land and buildings at 31 March 2024 is £14,166,195 *(2024: £14,166,195)*.

Included in the net book value of freehold land and buildings is £6,662,659 *(2024: £6,600,000)* being the valuation of the land and this has not been depreciated.

9 Fixed asset investments

	2025	2024
	£	£
Investments at 31 March 2024	**48,317**	44,306
Additions	**3,621,192**	-
(Decrease)/increase in value	**(2,251)**	4,011
Investments at 31 March 2025	**3,667,258**	48,317
Analysed as:		
COIF Charities Investment Fund	**46,066**	48,317
D.D.H. Services Ltd	**3,621,192**	-
	3,667,258	48,317

COIF Charities Investment Fund

Investments are held in COIF Charities Investment Fund – Income Units, a UK Fund, and are a permanent endowment. The investment decreased in value during the year by £2,251 *(2024: increased in value by £4,011)*, giving a market value of £46,066 at 31 March 2025 *(2024: £48,317)*. The historic cost of investments at 31 March 2025 was £18,460 *(2024: £18,460)*.

D.D.H. Services Ltd.

As at 31 March 2025, the company holds a 100% interest in D.D.H. Services Ltd. (trading as Community Support Services), a company incorporated in the United Kingdom. The principal activity of the subsidiary is to provide supported living and day services for people with learning disabilities. This acquisition aligns with our mission to expand locally and strengthen and diversify our service offering, ensuring long-term sustainability for both organisations, while ensuring continuity of high-quality care for the people we support. The investment in the subsidiary is accounted for at cost. The acquisition took place on 03 February 2025, and consolidation has not been performed as the figures for D.D.H. Services Ltd are not considered material to the financial statements for the year ended 31 March 2025. The investment is subject to an annual impairment review. Based on the recoverable amount of this investment, the Trustees believe no impairment is to be recognised in the period.

Notes *(continued)*

10 Debtors

	2025	2024
	£	£
Trade debtors	**2,166,264**	1,292,646
Sundry debtors and prepayments	**328,701**	419,308
Income accruals	**546,792**	359,861
	3,041,757	2,071,815

11 Creditors: amounts falling due within one year

	2025	2024
	£	£
Bank loans (note 13)	**309,996**	-
Trade creditors	**282,436**	386,264
Other creditors	**1,660,485**	1,457,492
Other taxes and social security	**616,962**	420,016
Accruals and deferred income	**413,799**	447,951
	3,283,678	2,711,723

Included in other creditors above is £208,724 *(2024: £275,195)* relating to finance lease obligations.

12 Creditors: amounts falling due after more than one year

	2025	2024
	£	£
Bank loans (see below)	**2,764,170**	-
	2,764,170	-

A new bank loan for £3.1m was obtained on 31 January 2025. The loan is for a ten year term and is secured by a legal mortgage on the freehold land and buildings, which have a net book value at 31 March 2025 of £27,832,821, and by a debenture over D.D.H. Services Ltd. Interest accrues on a monthly basis at Bank of England base rate plus 1.7%. The bank loan is payable by instalments as follows:

	2025	2024
	£	£
Within one year (note 12)	**309,996**	-
In the second to fifth year	**1,239,984**	-
In more than five years	**1,524,190**	-
	3,074,170	-

Fair value of financial instruments

There were no financial instruments to report in the year ended 31 March 2025.

13 Commitments

At 31 March 2025, the Trust had capital commitments of £29,218 *(2024: £nil).*

At 31 March 2025, the Trust had outstanding commitments for future minimum lease payments under non-cancellable operating leases as follows:

Other	**2025**	2024
	£	£
Within one year	**66,155**	67,371
In the second to fifth year	**134,365**	179,924
Over five years	**8,204**	27,900
	208,724	275,195

Notes *(continued)*

14 Funds

a) Analysis of net assets between funds

	Tangible fixed assets	Investments	Net current assets	Liabilities due after more than one year	Total
Restricted and endowment funds	£	£	£	£	£
Fundraising account	482,552	-	-	-	**482,552**
Huddersfield Charity for Children (previous registration number 221357) endowment fund	-	46,066	-	-	**46,066**
	482,552	46,066	-	-	**528,618**
Unrestricted funds	28,703,674	3,621,192	1,233,423	(2,764,170)	**30,794,119**
	29,186,226	**3,667,258**	**1,233,423**	**(2,764,170)**	**31,322,737**

For the year ended 31 March 2024:

	Tangible fixed assets	Investments	Net current assets	Liabilities due after more than one year	Total
Restricted and endowment funds	£	£	£	£	£
Fundraising account	507,670	-	-	-	**507,670**
Huddersfield Charity for Children (previous registration number 221357) endowment fund	-	48,317	-	-	**48,317**
	507,670	48,317	-	-	**555,987**
Unrestricted funds	28,904,868	-	1,530,177	-	**30,435,045**
	29,412,538	**48,317**	**1,530,177**	**-**	**30,991,032**

Notes *(continued)*

15 Funds *(continued)*

b) Summary of fund movements

	Fund balances brought forward	Incoming resources	Outgoing resources	Revaluation of investment and fixed assets	Transfers	Fund balances carried forward
Restricted funds	£	£	£	£	£	£
Bradbury therapy centre	369,223	-	(11,604)	-	-	357,619
Transition projects appeal	17,664	-	(504)	-	-	17,160
Courtyard project	110,065	-	(2,292)	-	-	107,773
Legacy for Rowan Court	10,718	-	-	-	(10,718)	-
Other income received	-	14,701	-	-	(14,701)	-
Restricted funds	507,670	14,701	(14,400)	-	(25,419)	482,552
Endowment fund	48,317	1,314	(1,314)	(2,251)	-	46,066
Unrestricted funds	30,435,045	20,198,812	(19,865,157)	-	25,419	30,794,119
	30,991,032	**20,214,827**	**(19,880,871)**	**(2,251)**	**-**	**31,322,737**

For the year ended 31 March 2024:

	Fund balances brought forward	Incoming resources	Outgoing resources	Revaluation of investment	Transfers	Fund balances carried forward
	£	£	£	£	£	£
Restricted funds						
Bradbury therapy centre	380,827	-	(11,604)	-	-	369,223
Transition projects appeal	18,168	-	(504)	-	-	17,664
Courtyard project	112,357	-	(2,292)	-	-	110,065
Legacy for Rowan Court	105,068	-	-	-	(94,350)	10,718
Other income received	-	17,446	-	-	(17,446)	-
Restricted funds	616,420	17,446	(14,400)	-	(111,796)	507,670
Endowment fund	44,306	1,288	(1,288)	4,011	-	48,317
Unrestricted funds	22,324,660	18,984,135	(18,511,465)	7,525,919	111,796	30,435,045
	22,985,386	**19,002,869**	**(18,527,153)**	**7,529,930**	**-**	**30,991,032**

Notes *(continued)*

15 Funds *(continued)*

Bradbury therapy centre
A grant of £580,000 was received in 2006 from Sport England for construction of the Bradbury therapy centre which opened in 2006 and is depreciated over the expected useful life of 50 years.

Transition projects appeal
A contribution of £25,000 was received in August 2008 towards the construction of Rowan Court and, in compliance with the terms of the award, is being depreciated over the property's expected useful life of 50 years.

Courtyard project
Contributions totalling £36,322 in 2019/20, £25,160 in 2018/19, £26,500 in 2017/18 and £32,375 in 2016/17 were received towards the project for the development of the courtyard for use mainly by adults and children, and are being depreciated over the property's expected useful life of 50 years.

Legacy
Cheques to the value of £10,163 were received in 2019/20 and a cheque to the value of £94,905 was accounted for in 2018/19 from a legacy of a former member of staff. These monies are restricted for use at Rowan Court and have been used for the benefit of the residents and staff.

Other income received
Details concerning the Endowment Fund can be found in the Trustee Directors' annual report on page 23.

Unrestricted funds are funds that are free to be used in accordance with the charitable objects of the Trust. There are no designated funds as at 31 March 2025 *(2024: £nil).*

There are no other recognised gains or losses that have not been dealt within the Statement of Financial Activities as set out on page 30.

16 Detailed comparative statement of financial activities

for the year ended 31 March 2024

	Note	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Endowment Fund 2024 £	Total Funds 2024 £	Total Funds 2023 £
Income and endowments from:						
Donations and legacies		**199,639**	**17,446**	**-**	**217,085**	54,629
Charitable activities		**18,541,372**	**-**	**-**	**18,541,372**	16,556,061
Investments		**61,916**	**-**	**1,288**	**63,204**	22,014
Other		**181,208**	**-**	**-**	**181,208**	106,051
Total income		**18,984,135**	**17,446**	**1,288**	**19,002,869**	16,738,755
Expenditure on:						
Raising funds		**13,990**	**-**	**1,288**	**15,278**	9,134
Charitable activities		**18,467,474**	**14,400**	**-**	**18,481,874**	17,144,573
Other		**30,001**	**-**	**-**	**30,001**	32,587
Total expenditure		**18,511,465**	**14,400**	**1,288**	**18,527,153**	17,186,294
Net income/(expenditure)		**472,670**	**3,046**	**-**	**475,716**	(447,539)
Transfers between funds		**111,796**	**(111,796)**	**-**	**-**	-
Other recognised gains/(losses):						
Gains on revaluation of tangible fixed assets		**7,525,919**	**-**	**-**	**7,525,919**	-
Gains/(losses) on revaluation of investment		**-**	**-**	**4,011**	**4,011**	(1,743)
Net movement in funds		**8,110,385**	**(108,750)**	**4,011**	**8,005,646**	(449,282)
Reconciliation of funds						
Fund balances brought forward at 1 April 2023		**22,324,660**	**616,420**	**44,306**	**22,985,386**	23,434,668
Fund balances carried forward at 31 March 2024		**30,435,045**	**507,670**	**48,317**	**30,991,032**	22,985,386

The above results derive from continuing activities.

HOLLYBANK TRUST

England & Wales - Charity number 1043129

Accounts

Hollybank
Quality of life, for life





Hollybank Trust

Annual report and financial statements for the year ended 31 March 2024







Registered charity number 1043129

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Focussing on ability not disability

As a charity, we pride ourselves on placing the children, young people, and adults we care for at the heart of everything we do.



Hollybank's ethos is about focussing on ability, not disability and we know that providing exceptional care is about more than just meeting people's daily needs. We continue to give people the opportunity to explore their interests and enjoy life.

We would like to extend our gratitude to friends and family for their unwavering support.

Parent quotes from our 2023 annual survey:



"Today I have received my Mother's Day card and key ring. It was handmade and I wanted to say thank you, it was very thoughtful, and it meant a lot. Please pass this on to whoever organised the activity and supported in these being made"

"I just wanted to say a massive thank you to Hollybank for the support over the last few months. It has made one of the worst times of my life somewhat less stressful. I appreciate all that you have done, and I can't thank you enough"

Living



We have ten residential homes across Yorkshire, providing 24/7 care for people with a range of profound and multiple disabilities and sensory impairments. Seven of these homes are on our site in Mirfield, one is in Holmfirth, one in Barnsley and one near Wakefield. We have a total of 95 beds across our 8 adult residential homes, and a total of 15 beds across our 2 children's residential and short break homes. We work with over 40 Local Authorities / Integrated Care Boards (ICBs).

The people we care for have complex physical disabilities and associated communication, sensory and learning difficulties and our dedicated staff team is specially trained to support a range of complex medical conditions.

Our in-house Therapy team work across the Trust with children, young people, and adults. Tasks are completed collaboratively with the wider multidisciplinary team and families to achieve person centred goals, meet health and wellbeing needs, and to enable the individual to participate fully in their daily life. The Speech and Language Therapy team (including Assistive Technology) train support staff and work therapeutically across areas such as communication, autonomy, environmental control, safe eating and drinking, and behaviour support. The Physiotherapy team facilitate Hydrotherapy and rebound Therapy sessions at our purpose-built Bradbury Centre on our Mirfield site. They work closely with the residential services to assess and provide equipment for 24-hour postural management as well as encouraging ability and mobility with children, young people, and adults. The Occupational Therapy team support individuals to improve their independence skills, access essential tasks and engage in meaningful activities throughout their day. This is completed through assessment, provision of equipment, teaching/practising skills with individuals, training support staff and other therapeutic input.

We use a digital care planning system provided by Person-Centred Software (PCS) in our adult residential services. This has been successfully rolled out over the last 9 months and is now live in all 8 of our adult residential homes. The PCS system has completely replaced paper care notes and care plans. It enables in-the-moment care recording by our support staff and access to care plans through a handheld device. The system ensures there are prompts for any tasks required and provides a dashboard so that managers can review the care provided in real time. It has significantly improved record keeping and the management of care services. The system is a significant investment for the Trust but provides excellent value for money, improving quality of care and the productivity of our team. We were able to secure funding towards the cost of the system through a grant.

Positive behaviour support (PBS) is a person-centred framework for providing long-term support to people who have, or may be at risk of developing, behavioural needs. It is a blend of person-centred values and behavioural science and uses evidence to inform decision-making. Behaviours that challenge happen for a reason and may be the person's only way of communicating an unmet need. PBS helps us understand the reason (function) for the behaviour so we can better meet people's needs, enhance their quality of life and reduce the likelihood that the behaviour will happen. At Hollybank, we promote proactive strategies to reduce likelihood of behavioural escalation, taking into account individual needs and wishes, including trauma informed care approaches and active support to promote independence and choice for those we support. We also train our teams in reactive strategies to ensure the safety of all and that the support is offered in the least restrictive way and in the individuals' best interests.

Most of the people who we support use wheelchairs to move around and use a variety of different ways to communicate. Our services are wheelchair accessible, although vary in layout and have outdoor spaces to explore and enjoy the seasons to promote positive wellbeing.

We provide person centred support that is individual to each person and promote quality of life, encouraging full participation in every aspect of life. For example, in our residential environments this is about fully involving children, young people, and adults in making important choices about the decoration and furnishing of their home, encouragement to participate in completing laundry and getting stuck into cooking and baking.

We have a growing activity offer enabling everyone we support the opportunity to learn new skills via inhouse learning or local groups; access a wide variety of activities such as shows at local theatres, football matches, music concerts, a day at the races; and community facilities i.e. leisure centres and museums. Life is about having fun and great outcomes for all!

Learning

We can offer fully flexible educational placements, ranging from free nursery places through to full 52-week placements. At 31 March 2024, 32 (2023: 31) school children and 8 (2023: 9) nursery children attended Hollybank school.



We continue to work with families using the 'Evidence for Learning' app to share resources and updates with parents and carers and have recently launched Class Dojo as well.

Our Family Engagement Lead continues to be on hand, providing both physical and virtual support to our school families.



ELMS enrichment day service
For people aged over 18 years, we offer our ELMS enrichment day service. Our skilled and experienced team work closely with family members, social workers and school transition workers, to create a person-centred programme of meaningful activities and life skills.

The sessions are designed to help our young people and adults maintain and/or develop skills in:

- independence
- socialisation
- communication

and most of all to have fun within a safe and supportive environment.

Activity sessions available include everything from art and crafts, gardening and nature themed groups to sensory, music and sport-based sessions.

These can be either one-to-one intensive sessions or larger, group activities with up to eight people taking part and are tailored to suit the needs and abilities of each participant.

The Bradbury Centre
The Bradbury Centre is Hollybank's hydrotherapy and rebound therapy centre, located adjacent to the ELMS Centre on our site in Mirfield. The centre comprises of a sensory hydrotherapy pool, spa pool and an activities room for rebound sessions and floor-based activities.



This is used both internally, and by the community, offering the facility for swimming lessons and other appropriate bookings.



What a busy twelve months it has been, as we have continued to recover from the impact of the economic cost of living crisis and the wider challenges within the care sector.

We are continuing to experience real challenges, with local authorities under significant financial pressure and this being reflected in funding discussions. However, I am pleased to say that through a focussed effort from our whole team we have worked hard to make our case to funders to recover our costs, and have turned around a financial loss last year, where many of our placements were underfunded, into a surplus this year.

As a charity we do not seek to make a profit, but making a small surplus each year keeps our organisation resilient financially and enables us to invest in development, so that we ensure we can meet the future needs of the children, young people, and adults who benefit from the services we provide.

As we embark on our 70th Year as a Trust, we are thinking about the next steps for Hollybank as we reflect on the opportunities we have to develop and grow over the next twelve months and beyond. We continue to work hard with local authorities, MPs and other key stakeholders to ensure our strategy aligns to the changing needs of the sector.

As a Board, we will continue to look for ways to offer exceptional value for money and deliver excellent standards of care and education.

Overall, we are extremely grateful to our CEO, Executive and Senior Management Team, and all of our hardworking and caring staff who work tirelessly to enrich the lives of the children, young people, and adults who live, learn, and spend time at Hollybank.

Clare Morrow
Chair of Trustee Directors



It has been another busy but productive 12 months and I would like to take this opportunity to express our gratitude to each and every one of #TeamHollybank for your unwavering commitment and dedication to all that happens here.

This year has had its challenges, but hard work and perseverance by everyone at Hollybank has helped us overcome every obstacle and emerge stronger than ever before. For example, the way everyone pulled together when extensive flooding meant we had to close one of our homes, Rowan Court, for several months was a pleasure to see, and I know the Rowan Court team and all the residents involved greatly appreciated the hard work and efforts made by all to minimise the upheaval.

2024 marks our 70th year as a charity and there will be the opportunity to get families, stakeholders and the wider community involved in events throughout the year and our Celebration Day.

In September 2023, to kick start our celebrations we were delighted to welcome HRH The Princess Royal to our Mirfield site to show her the amazing work that our team does every day and to receive a royal seal of approval as well as her warmth and appreciation.

In March 2024, our school was inspected by Ofsted, and we were thrilled to retain our Outstanding status, which is no mean feat as the school has grown considerably since the last inspection and navigated its way through a global pandemic.

2024 also marks the start of our next 3-year strategy, with a key focus on quality and continuous improvement, as well as progressing our digital journey and building further on our team ethos. The roll out of a digital care recording system across the Trust will increase accuracy and make us more efficient whilst reducing the amount of time staff spend on paperwork, giving them the opportunity to provide even better person-centred care.

Like last year, the financial pressures in the care and education sector remain a challenge but we are doing all we can to ensure every care and education package is correctly funded and cost increases are as well managed as they can be.

It really is so fantastic to have such great people working for Hollybank Trust. Together, we have achieved some great results, and our staff team is at the centre of us continuing to be a success. You are all critical to making Hollybank the best possible place to live, learn and work.

Anna O'Mahony
Chief Executive

Recruitment – and retention

Our staff team is over 600 people strong, and they provide care, education and therapy for more than 100 vulnerable children, young people, and adults. There are easier places to work than Hollybank, but few are as rewarding. Most of the team are front-line support workers, responsible for the day-to-day care of the children, young people, and adults who live with us.

Staff turnover rates within the social care sector usually sit at around 28.3%* in England but due to the work we do to retain staff and make Hollybank a great place to work, our turnover has always been significantly below the sector norms. In our annual staff survey, staff engagement increased again to 57.5% this year from 50.9% last year. Headline results showed that 82% of those staff said they would recommend us to friends and family, up from 78.9% last year. When asked if they felt they had a long-term future at Hollybank, 79.9% answered yes, compared to 76.5% last year.

We continue to evolve our recruitment process to better engage with people who are looking for a role at Hollybank.

We believe that our more flexible recruitment practices, increasing use of social media platforms, our new website and the increased visibility of the social care sector and the career opportunities it offers, has helped us to successfully recruit and onboard close to 210 new colleagues to the Hollybank team between April 2023 – March 2024.

Our entire staff team continue to work tirelessly to care for the children, young people and adults we look after and we thank them for their continued support.

**taken from the Skills for Care's annual estimates (2022-23) in the 'State of the adult social care workforce in England' report.*

"The team I work with are all really supportive, friendly and knowledgeable. They are allowing me to develop my skills and I am really enjoying it at Hollybank Trust."
– Hollybank Support Worker

Gender pay gap

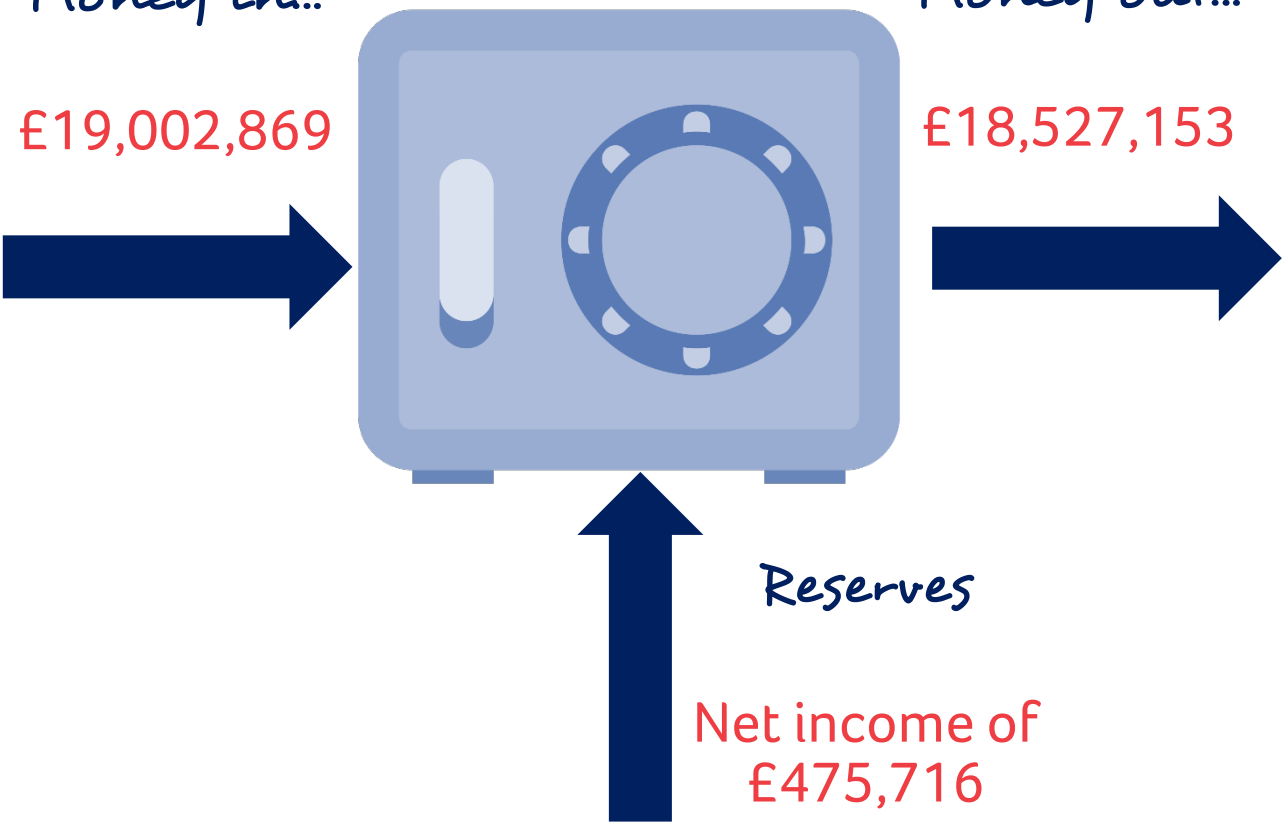
Our gender pay report is available on our website. The results of our gender pay gap review for 2023 are shown below.

Difference between men and women	Mean	Median	UK Average Mean	UK Average Median
Gender Pay Gap	(0.4)%	7.4%	13.2%	14.3%

Hollybank Trust is committed to the principle of equal opportunities and equal treatment of all employees regardless of gender, race, religion or belief, age, marriage or civil partnership, pregnancy / maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their gender (or any other characteristic noted). As such, we evaluate job roles and pay grades to ensure we offer a fair structure for all.

Money in...

£19,002,869



Money out...

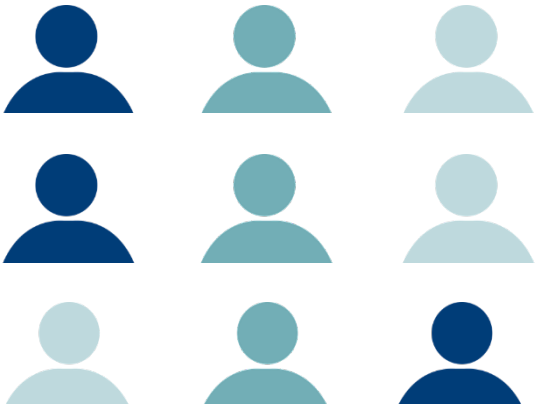
£18,527,153

Reserves

Net income of £475,716

Staff costs

77% of income



Non-staff costs

23% of income



#Hollyfest

In July 2023, we held our annual Celebration Day to celebrate our incredible staff teams and the wonderful children, young people and adults we support.

The theme this time was to hold our very own music festival, #Hollyfest, and we celebrated with lots of different types of music including a samba band and a Hollybank Makaton session, performed by our speech and language therapy team. There was also lots of glitter and body art too! We provided a free picnic bag, a free ice cream and we held recognition awards to recognise achievements reached by our staff teams, and the people we support too. We would like to thank all the wonderful artists who attended, including the catering services we used on the day.

We had a really wonderful day celebrating our organisation and everything we do, and it was great to see so many of the people we support and their families celebrating with us too.



Scarecrow festival

In October 2023, we held our annual scarecrow festival on our Mirfield site in our sensory garden, and the competition was tougher than ever! It was clear to see that so much creativity and hard work went into the scarecrows that our school classes, ELMS service, residential homes and departments made.







Royal Visit

Her Royal Highness (HRH), The Princess Royal, visited the Trust in September 2023 to start the celebrations for our 70th anniversary, and to learn more about the services we provide.

The Princess Royal visited our school, where she met some of the school pupils and spoke to school staff about the personalised curriculum we offer to help us meet the individual needs of the children. Here, she was able to see how our school pupil's use their communication aids and received personalised welcome messages from some of the children.

She also visited our enrichment service (ELMS), and our Bradbury centre which provides hydrotherapy and rebound therapy for the children, young people and adults who live and learn at the Trust.

The tour included a demonstration of the new fully accessible kitchen in ELMS, where The Princess Royal was able to see some of the adults who attend the daytime enrichment service making smoothies by using switch adapted kitchen appliances.

We were pleased to have Huddersfield Town Foundation in attendance for this part of the tour, in recognition of their kind donation, which enabled us to build the accessible kitchen.



Without their support and the generosity of other donors and supporters of Hollybank, it's really difficult to do the things we'd like to do to continue to enrich the lives of the people we educate and care for at Hollybank Trust.

The Princess Royal was also able to visit one of our children's residential services and see some of the equipment the children use to help them to live a more fulfilled life. She met with the registered managers of the children's services who showed her a fully adapted bedroom and bathroom.

Anna O'Mahony, Chief Executive at Hollybank Trust, said: "It was an absolute pleasure to welcome HRH The Princess Royal to Hollybank to mark the occasion of the charity's 70th anniversary. Having a Royal Visit brought great excitement to the Trust with so many of the children, young people and adults we support coming together with our incredible staff, families, Trustees, Governors and external supporters. The Princess was so warm and engaged with everyone she met, remarking on the important work of the charity and the significant achievement of reaching 70 years".

After her tour of our Mirfield site, The Princess Royal unveiled a commemorative plaque in what was a very memorable and special moment for Hollybank.

Other dignitaries including the Deputy Lieutenant of West Yorkshire, the High Sheriff, The Mayor and Mayoress of Kirklees, Kim Leadbeater MP for Batley and Spen and local councillors were also present to share in this special day and our 70th celebrations.

School remains ‘Outstanding’ following Ofsted inspection

Hollybank school retained its ‘Outstanding’ status in their latest inspection in March 2024. This is largely due to the school’s efforts in adapting their communication methods and curriculum delivery for each individual pupil and involving family members in their child’s learning.

It has been an incredible achievement to retain being recognised as an Outstanding provider, especially as the school has grown significantly since the last inspection and faced huge challenges that they overcame during the global pandemic.

The school has also invested heavily in digital transformation, whilst never losing that personal touch with the pupils and families.

The inspectors from Ofsted met with representatives from the school, including pupils, whilst carrying out a deep dive on prevalent topics such as communication and early reading, mathematics and personal and sensory education.

Ofsted commented: “The level of attention that staff show towards pupils is exceptional. They provide a highly tailored provision to meet pupils’ complex individual needs, special education needs and/or disabilities. Adults have an expert understanding of how to develop and support the earliest stage of pupils’ communication and interaction with others.”

They also spoke with family members of the children who attend Hollybank school, and the parents spoke highly of the networking events hosted by the school, expressing that it allows them to form connections with other parents and support one another. Parents can experience a high degree of immersion with their child’s learning, interacting with their day-to-day curriculum through various online platforms. This means that parents stay up to date with their child’s progress and get to know about the exciting activities that they have been getting involved in.

Cara Broadbent, Headteacher at Hollybank school, commented: “I am so very proud of our outstanding result from this Ofsted inspection. It was great to share the wonderful school community with the inspectors and for them to see the amazing work everyone does daily. I look forward to continuing the journey with our pupils and families and I feel so privileged to be a part of the school. Thank you to everyone involved.”



Our ELMS service open their new fully adaptable kitchen



A fully adaptable kitchen has been a dream for our ELMS day service for many years now and we were very fortunate to have Huddersfield Town Foundation fund this incredible project.

We were delighted to welcome the Huddersfield Town Foundation to see it in operation. One of the adults who attends ELMS was able to show our visitors around the kitchen, demonstrating how to use the switch adapted kitchen equipment and height adjustable benches. We also welcomed one of our long-standing corporate supporters, Treka, to the small opening event. We had an official ribbon cutting and later on, there was an informal session where the adults took part in a cake smash with rolling pins!

The kitchen is designed to meet the needs of the adults and to allow them to be able to communicate with each other whilst cooking and baking. The benefits of the kitchen will allow the adults to learn more about healthy lifestyles, wellness and life skills, encouraging independence whilst using objects in the kitchen.

Christmas celebrations across the Trust



Christmas at Hollybank was bigger and better than ever. We produced a full Christmas plan of activities and events for everyone who lives and learns here to enjoy.

We commenced the festive season by attending Roberttown's Christmas tree festival and entering our own tree into the competition.

We organised our very own light switch on where our Chief Executive, Anna O'Mahony, switched on the lights on all the trees on our Mirfield site.

A sensory trail was created with a story and a checklist for our children, young people, and adults to follow for our enchanted forest, with lots of hard work from our Assistive Technology team. We also held our Christmas themed quarterly coffee morning, carols around the tree, Christmas parties and lots more.

We are grateful for our community links and our corporate partnerships

Most of our income comes from Local Authorities and Integrated Care Boards (ICBs) to cover the cost of the education and care we provide. That doesn't mean that we don't need to fundraise though, and we work with a range of businesses, organisations and individuals to improve the quality of life for our children, young people, and adults.

The money we receive from our supporters is used in different ways. We have used some of these funds towards improving our on-site facilities such as our hydrotherapy and rebound centre, and to provide our children, young people, and adults with tools and equipment specifically designed to give them more independence and make their lives a little easier. We have also used these funds to cover the costs of our Trust Celebration Day and Christmas activities. These events ensure the children, young people and adults have the opportunity to join large-scale Trust wide social activities where they have fun with their friends and families along with the staff teams they spend time with every day. We also take this opportunity to show our appreciation of #TeamHollybank and recognise the efforts and commitment of our incredible staff team.

Here at Hollybank, we have several very successful partnerships with local companies across Yorkshire and some national companies too. Working with local and national businesses and organisations really helps us spread the message about what we do far and wide and raises awareness about the important work we do with children, young people, and adults with profound disabilities.

ACCU

This was a new partnership that was formed in 2023 from a speculative phone call about Corporate Social Responsibility (CSR) opportunities and the relationship has flourished from there.



After a few visits from senior members of the team and a couple of volunteer days, ACCU kindly invited us to be their designated Charity of the Year for 2024-2025.

We are now working together on a plan for our partnership with exciting events such as volunteer days, fundraising events and even an interactive robotic stand planned for our 2024 Celebration Day.

Huddersfield Town Foundation

We have had a relationship with the Huddersfield Town foundation for nearly 15 years with the overall value of the partnership totalling nearly £57,000.

We were a previous Charity of the Year of theirs in 2018 and their fundraising during that year from the Pedals for Pound activity was used towards our new, fully adapted kitchen now placed within the ELMS centre.

As well as working with us on key projects, they also kindly support us with the issuing of season cards for match days for our children, young people, and adults and also with match ticket offers for all of our staff to take advantage of.

Abbey Runners - Eccup 10

In a relationship spanning nearly 12 years, the Abbey Runners have raised funds to the sum of approximately £30,000 through an annual run in Leeds called the Eccup 10.

The start of this partnership was built through a former Trustee and the race, and donations have gone from strength to strength. A proportion of the proceeds from the race each year are kindly given as a donation to Hollybank. This is used to support general Trust wide activities and celebration events for the benefit of the children, young people, and adults.



Corporate Social Responsibility (CSR) days

During the year, we were able to reach out to our corporate contacts to offer them Corporate Social Responsibility (CSR) days. Our CSR days are great for providing businesses and organisations with valuable benefits such as team building opportunities, and they also aim to raise awareness of disabilities within their workforce too.

Vodafone

We have received support from Vodafone staff through participation in fundraising activities for Hollybank and additional match funding from these by Vodafone. This has helped us to develop a garden and outdoor classroom area for our nursery and school children.



Vodafone staff have also kindly supported us through CSR volunteering days since 2016 and we value the long-standing relationship we have with them.

They have helped by undertaking general grounds and garden maintenance tasks around site and have also been given opportunities to participate in sessions in school and ELMS. In 2023, they helped us to prepare the grounds before the visit from HRH The Princess Royal, in celebration of our 70th anniversary.

HSBC

We have received support from HSBC staff through participation in fundraising activities for Hollybank and additional match funding from these by HSBC.

HSBC staff have supported us through CSR volunteering days since 2013, another very long standing and important relationship to us. They have helped by undertaking general grounds and garden maintenance tasks around site. They have also been given opportunities to participate in sessions in school and ELMS.

Local colleges and universities

Over the last 12 months, we have continued to grow our partnerships with local colleges and universities. We have worked closely with a group of students from the University of York on a sustainability project. This both benefited the Trust and met their learning outcomes for the environmental module they were working on. We are now looking at future opportunities with them and have been invited to speak at their annual Sustainability conference.

We have also worked with a group of paramedic students who learnt a lot about our adults and young people and the adaptions they need to make in order to be able to handle and care for individuals with multiple and complex disabilities. They valued this experience so much that they have fed back into their course regarding what considerations need to be taken, as they felt that their current equipment, training and processes didn't take account of individuals' needs like those of the residents at Hollybank.

At Hollybank Trust, we care about creating a sustainable environment for our children, young people and adults to live and learn, and for our staff work in.



Hollybank has been working hard over the last few years to ensure that sustainability is central to our strategy and always thinking about ways in which we can improve.

As part of all our tender processes, we look at how our potential suppliers are sustainable and ask them to consider the sustainability of any materials that they suggest we use.

Over the last 12 months, we have worked closely with the University of York and their students to create a Sustainability Policy for the Trust and a practical action plan to continue to achieve our aims.

Practical outcomes of this have included proposals around how we improve education about the importance of recycling, improving our waste management and being more conscious of sustainable materials we use across the Trust. We also have a recycling group with key stakeholders across the organisation.

We are also looking at how we take forward ideas on sustainable energy and are in the early stages of a solar panel project. We are exploring how we enhance our grounds with areas of wildflowers and providing a healthy habitat for the local wildlife.



Objectives and activities

Hollybank Trustees Limited, company number 05251731, is the corporate Trustee of Hollybank Trust. In line with the Charity's Trust Deed, the Trustee makes sure that Hollybank uses its Trust Fund and its income upon trust "for the benefit of children and adults with disabilities and with special care and/or educational needs" by the following:

- The relief of those in need by the provision of residential and/or daytime accommodation and related facilities; and
- The advancement of education by the provision of a special school and/or other education and personal development facilities at Hollybank, Mirfield, and/or other suitable premises.

Public benefit

The Trustee has complied with its duty in section 17 of the Charities Act 2011, to have due regard to the guidance published by the Charity Commission and has referred to the guidance on public benefit when reviewing the aims and objectives of the Trust, and in planning our future activities.

Hollybank charges fees for the services we deliver to Local Authorities and Integrated Care Boards (ICBs), as well as private purchasers. We offer to source advice on how to find independent support for those families who need it, to help them obtain funding from Local Authorities and ICBs for their family member, both for the school and for residential placements.

The aims of the Trust are clearly intended to benefit babies, children, young people, and adults who have profound disabilities and critical medical conditions only. We are very conscious of our duty to deliver services, not only to those people who are educated and who live at Hollybank, but also to children, young people, and adults in the wider community who fit the criteria identified in the Trust's charitable aims.

Charity number
1043129

Registered office
Far Common Road
Mirfield
West Yorkshire
WF14 0DQ

Auditor
Saffery LLP
10 Wellington Place
Leeds
LS1 4AP

Banker
Lloyds Bank plc
1 Westgate
Huddersfield
HD1 2DN

Trustee
Hollybank Trustees Limited

Solicitor
Lupton Fawcett LLP
Yorkshire House
East Parade
Leeds
LS1 5BD

Insurance broker and advisor
PIB Insurance Brokers
Poppleton Grange
Low Poppleton Lane
York
YO26 6GZ

Our Trustee Directors (Directors of Hollybank Trustees Ltd)

Name		Committee membership
Clare Morrow	Chair of Trustee Directors	Chair of Nominations/ Employment
Jan Thornton	Vice Chair of Trustee Directors	Chair of Governors/Quality
Colin Blair		Resources
Sara Buchan		Chair of Employment
Ruth Cherry		Resources
David Clugston		Resources
Michael Holt		Chair of Resources
Merran McRae		Chair of Quality
Christopher Sharp		Quality/Nominations
Jane Raca		Quality
Nicholas Rhys Walters	(Appointed 24 June 2024)	Employment
David Whitehead		Employment

Our Executive Team

Position	Name
Chief Executive	Anna O'Mahony
Executive Director of People, Communications & Children's Services	Annabel Lane
Executive Director of Operations	Sean McKibben
Executive Director of Finance, IT & Estates	Louise Shute

Our Senior Management Team

Position		Name
Head of Finance		Asif Chhibda
Head of Adult Residential Services	(Appointed 20 May 2024)	Robert Hambrook
Head of Communication & Employee Engagement		James Hook
Head of Children's Services & Enrichment		Ailsa Moore
Head of IT and Estates		Ben Smith
Head of Adult Residential Services	(Resigned 15 March 2024)	Sharon Tinsley
Head of People		Helen Toop
Head of Quality		Helen Whittaker

The Trust is administered by Hollybank Trustees Limited. Our Trustee Directors have a broad cross section of business, financial, legal, medical, educational, employment, local government, care, marketing and communication backgrounds. Three of our Trustee Directors are parents of adults who live within Hollybank Trust.

The Trust is governed by a Declaration of Trust, dated 29 December 1994, and amended on 18 November 2002; 24 November 2004 and 20 July 2017. Our governing document is our Memorandum and Articles of Association. The latter was reviewed in 2017 and the changes approved by the Charity Commission in June 2017.

We have a comprehensive induction process for all our Trustee Directors, which includes a code of conduct, job descriptions and duties for both Trustee Directors and office holders, laid down together with the essentials of Board responsibilities in a Board Code of Conduct. New Trustee Directors spend time with the Chair, Chief Executive, and relevant members of the Executive Board. They have access to all relevant documents pertaining to the effective running of the Trust.

We review the roles and responsibilities of the Trustee Directors and school governors annually, as well as considering the structure of our committees and their remit. As part of this review, the skills of both Trustee Directors and school governors are discussed to ensure that they are matched to appropriate committees. This also helps us to identify skills which need to be considered in future recruitment processes.

The Trustee Directors regularly review their own strengths, weaknesses, and effectiveness in relation to the objects of the Trust and our current strategy. Our Board of Trustee Directors meets formally, at least four times a year. They have overall responsibility for determining the Trust's mission and vision, overseeing our strategic direction and monitoring performance. Both safeguarding and health and safety are standing items at each meeting. All committee Terms of Reference are reviewed annually.

Trust committees

Resources
Delegated responsibility for accountability framework and all financial control systems, health and safety, risk analysis and risk management, IT, data protection and fundraising. It ensures we comply with all legal requirements relevant to finance and good practice and makes sure any Trust property is kept in a good state of repair and is adequately insured. It ensures that there is a planned maintenance schedule produced annually for the care and upkeep of all the Trust's properties.

Employment
Delegated responsibility for ensuring that the Trust complies with current legislation and good practice regarding employment issues, staff wellbeing, recruitment and retention.

Quality
Delegated responsibility for ensuring the Trust complies with all aspects of the law, relevant standards and good practice in relation to residential and respite services, safeguarding, incident management, complaints, therapy, nursing, enrichment and social and emotional support across the Trust.

Nominations
Delegated responsibility for leading the recruitment process for the Chair, Trustee Directors and the Chief Executive. Also acts as a remuneration committee for the executive team members of the Trust.

School governance

Our School Governing Body has delegated responsibility for the running of the school. The Governors consists of at least one Trustee Director, as well as five school governors. They work within detailed articles and instruments of governance. For the period 1 April 2023 – 31 March 2024, governor meetings were conducted face to face and via Teams.

Our school is formally registered and recognised as a non-maintained special school. The school was rated Outstanding by Ofsted in 2024 and previously in 2018. Our two separate children's homes, Orchard Court and Brambles, provide accommodation for some of the school children, the remaining children who attend our school are day students, although some children may access our short break respite provision in the children's homes. Orchard Court was inspected in June 2023 by Ofsted and was rated as Good. Brambles opened in April 2023 and was rated as Good in January 2024.

The skills represented on the Governing Body are education, health, business, social care, Local Authority representatives and the voluntary sector. We have two parent governors and a teacher governor to represent the school staff. Six link governors are appointed to monitor the quality of each area of the Ofsted framework: Leadership and Management, Quality of Teaching and Learning, Pupil Outcomes, Personal Development and Wellbeing, Behaviour & Safety and Early Years. The link governors report to the Governing Body quarterly and a summary of their findings is taken to the Quality Committee as appropriate by the Chair of Governors, who is also a Trustee Director.

Risk management

The trustees and executive management of the Trust believe that sound risk management is integral to both good management and good governance practice. Risk management forms an integral part of the Trust's decision making and is incorporated within strategic and operational planning. Risk assessment is conducted on all new activities and projects to ensure they are in line with the Trust's objectives and mission. Any risks or opportunities arising are identified, analysed, and reported at an appropriate level.

A risk register covering economic, governance, strategic and reputational, operational, compliance and financial risks is maintained by the executive and senior management team and updated at least four times a year and more frequently where risks are known to be volatile. A risk report is made to the trustee board each quarter detailing the high concern risks, rising risks, reducing risks, new risks and emerging risks.

The Trust operates comprehensive risk management processes through its various committees. It is a regular agenda item on the executive team meetings; monthly meetings of the joint executive and senior management teams; quarterly meetings of the resources committee; and quarterly meetings of the trustee board.

The main elements of the Trust's systems of internal financial control include the following:

- Clearly defined management responsibilities and levels of authority, with formal policies for the approval and control of expenditure.
- Detailed financial control policies and procedures approved by the resources committee.
- Regular review of performance and monthly financial reports, comparing actual results with forecasts and changes in expected outcomes including key performance indicators (KPIs).
- An external annual review of financial controls and processes is carried out, which includes a more in-depth look at the financial procedures relating to a specific area of the Trust. A report from this annual review, including recommendations about improvements, is made to the resources committee, which considers the outcomes as part of the process of satisfying the adequacy of the systems of internal financial controls.

- Comprehensive short- and medium-term planning process supported by detailed income, expenditure and cash flow projections.

The trustees regularly review the risk management system to oversee the key risks to which the Trust is exposed and consequently mitigate any major risks.

Key risks facing the Trust are: the management of serious incidents, safeguarding matters, regulatory compliance, health and safety, public sector funding and its impact on the number of people referred to Hollybank, reduction in occupancy levels of the residential homes, impact of the national living wage (NLW) and pension increases, inflationary pressures and significant rise in cost of living, the replacement of legacy IT systems, maintaining the ageing estate, recruitment and retention of staff, workforce planning and capacity.

The Trust's policies for regulatory compliance, health and safety, incident reporting and safeguarding mitigate against the risks faced in this area. Strong budgetary control helps mitigate the financial risks the Trust faces, but it is widely known the challenges our sector is facing with regards to attracting and retaining staff, high agency costs, NLW increases and the impact on other rates of pay, significant increase in utility and insurance costs as well as high inflation; whilst having to fight for appropriate funding to cover these costs. We have a Placement Panel which reviews referrals for our services to reduce the length of time we may have a vacant placement. We also promote staff wellbeing and have a wellbeing programme to support staff to have a great day at work and to assist where we can with lifestyle pressures and/or health conditions.

The Trust also expects to meet minimum standards required by legislation and best practice in operational areas covering the following: IT and data protection; HR; Health and safety; Infection control; Governance; Quality; Financial accounting and reporting, etc.

Regulatory bodies the Trust has to report to and comply with are the Charity Commission, Care Quality Commission (CQC), Ofsted, Health & Safety Executive (HSE), HMRC and Information Commissioners Office (ICO). Hollybank also has statutory reporting duties including reporting to the local safeguarding teams. Anything reported to these regulatory and/or statutory bodies are notified to trustees through the committee and board meetings.

The risk of falling short of these standards is mitigated as far as possible by ensuring that appropriate policies and working practices are adopted in each of these key areas and that staff are adequately experienced and trained to manage this. Where necessary, external advice is sought to supplement internal expertise.

CQC and Ofsted inspection visits:

Service	Inspection date	Inspection body	Rating
Hollybank School	Mar 2024	Ofsted	**Outstanding**
Brambles	Jan 2024	Ofsted	**Good**
Orchard Court (Children)	Jun 2023	Ofsted	**Good**
Poplars	Feb 2020	CQC	**Good**
Oak House	May 2019	CQC	**Good**
Beeches	May 2019	CQC	**Good**
Conkers	May 2021	CQC	**Good**
Holly Court	Mar 2021	CQC	**Good**
Sycamores	Apr 2018	CQC	**Good**
Rowan Court	Apr 2023	CQC	**Requires Improvement**
Willow Court	Sep 2021	CQC	**Requires Improvement**

Our 2024-2027 business strategy outlines three areas of key focus:

#TeamHollybank

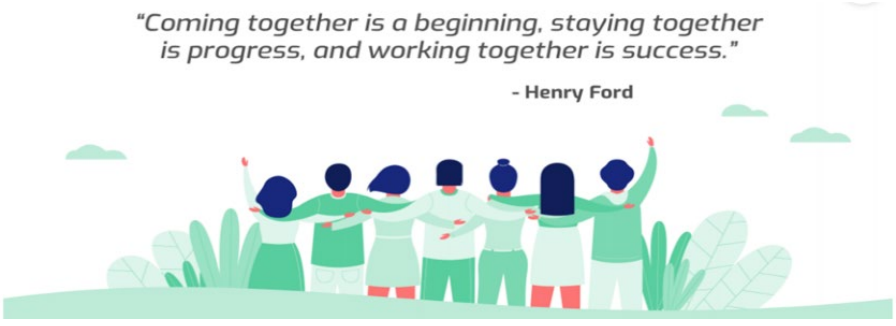
- We are one team with a shared vision and goals, all going in the same direction.
- We demonstrate and lead our teams with the #BeSomeone values at all times.
- We strive for excellence with a smile on our face.
- We share the responsibility to achieve wonderful outcomes for everyone at Hollybank.
- We respect, value, trust, collaborate and work positively together.
- We are passionate about what we do to bring happiness to children, young people and adults.
- We have happy staff who want to work at Hollybank and make a difference.
- We communicate well and inspire others.

Quality and continuous improvement

- We are person centred and our decisions and actions reflect this at all times.
- We are all accountable, and we all have a part to play to achieve high quality of care and education.
- We are open, transparent, curious and are confident to ask why.
- We believe that compliance and high standards are non-negotiable.
- We promote the use of advocacy services for our children, young people and adults.
- We strive to be a centre of excellence and lead innovative projects as experts in our profession.

Digital journey

- We are ready to support change and digital ways of working.
- We will communicate well to support people to change how they work.
- We will build knowledge and understanding in a compassionate way.
- We welcome and understand the benefits and improvements digital tools can provide us.
- We will reduce paper, work smarter and be more efficient.





QUALITY
We want to deliver a first-class service, every time, that's why we have high expectations of ourselves, and others



SUSTAINABILITY
We want to be around for years to come, so everything we do is in the long-term interests of Hollybank



CULTURE & REPUTATION
We care about what people think of us – not just our colleagues, but also families, supporters and the wider community too

2023/2024 was another challenging year for the Trust. We had a major flood at our Rowan Court care home in Holmfirth which resulted in the 15 residents having to be temporarily rehomed within our other services until we had managed to secure a new location for the residents to reside whilst the repair works were being undertaken. This resulted in a significant cost to the Trust due to the vacant beds we had across our other services, not being able to be marketed as these were needed as short-term temporary placements for some of our Rowan Court residents. In addition, we needed to secure a temporary location for the remaining residents with the rent cost amounting to £70k. We also took the opportunity to further enhance the Rowan Court building whilst it was vacant at a cost of approximately £400k.

We continue to experience a growing demand for children's residential placements and short breaks. At the same time, we are experiencing a higher number of vacant adult beds across the Trust. In April 2023, we therefore made the difficult decision to close one of our adult residential homes, Orchard Court Adults, and supported these adults to move to one of our other homes. We deregistered this home with CQC and registered it with Ofsted as a new children's home called Brambles. We are now able to respond to the growing demand for children's short breaks. As a result of this, we also increased the registered number of places for students in school from 40 to 45.

A major project in 2023 was the launch of a digital care system for our adult residential services, removing the requirement of keeping paper-based records. We worked hard to secure grant funding of £67k to support this work which has been achieved by working closely with all our host commissioners and local Care Associations across the Yorkshire region. We have spent a large amount of money on our IT infrastructure to get us ready for this, as it is the next significant step in our digital transformation.

The principal source of income comes from fees and charges, mainly from public bodies, for the educational, medical/therapeutic and residential services provided by the Trust. The Trust also receives certain direct grant funding from the Education Funding Agency, the Department of Education and Skills, legacies, donations from events and fundraising activities as well as major fundraising appeals for specific projects.

We have worked extremely hard with all our commissioners to ensure fees for our services are correctly aligned to address the significant funding deficit. This hard work resulted in Hollybank being awarded an increase in fees of £2.5m compared to the previous year, equating to an 18% increase.

The total incoming resources of the Trust for the year were £19,003k *(2023: £16,739k),* demonstrating a 13.5% increase of £2,264k. Included within this are incoming resources from charitable activities which have increased by 12% to £18,541k *(2023: £16,556k)*, the main reasons being:

- Residential services income has increased by £1,733k to £16,566k *(2023: £14,833k)* due to annual fee uplifts and fee recovery work (including back dated amounts for the previous year) of approximately £2.7m, offset by lower occupancy levels at an estimated cost to the Trust of £1m.
- School income has increased by £112k to £1,616k *(2023: £1,504k)* due to an increase in school pupils and grants received.
- Enrichment and Bradbury Centre income has increased by £140k to £359k *(2023: £219k)* due to higher occupancy levels and an uplift in fees.

Income from legacies and donations has increased by £162k to £217k *(2023: £55k)* due mainly to an unrestricted donation from the Bradbury Foundation Hong Kong of £150k, and investment income has increased by £41k to £63k *(2023: £22k)* due to interest earned on deposits and a savings account. Other income has increased by £75k to £181k *(2023: £106k)* mainly due to digital care grants received and increased café income.

The cost of raising donations and legacy income was £15k *(2023: £9k*). There have been no fundraising events in the year.

The cost of charitable activities for the year was £18,482k *(2023: £17,145k),* a 7.8% increase of £1,337k. The movement in costs is mostly made up of an increase in:

- Staff costs (including support services) of £566k due to the 9.7% increase in the National Living Wage (NLW) in April 2023 and associated oncosts, and costs to maintain relevant differentials across the different pay grades; £1.1m spend on agency *(2023: £2.1m)* to cover staff absences and vacant frontline posts, which continues to be a challenge for the sector; offset by staffing vacancies.
- Other direct costs of £530k largely due to an increase in energy costs £262k, residents' equipment being replaced £51k, insurance £32k, subs and licenses £27k (mainly for the new digital care system), and a high inflationary increase across all areas of spend.
- Other costs (including support services) of £193k largely due to movement in accounting provisions £75k, recruitment costs £68k, telephony costs £26k, and IT costs £19k.
- Depreciation £48k.

Governance costs of £30k *(2023: £33k)* have not been allocated against charitable activities as management do not consider these costs to represent a day to day operating cost of the Trust. As such, they have been recognised as a separately identifiable expense in the Statement of Financial Activities.

Net income for the financial year is £476k *(2023: £448k deficit)*, demonstrating an increase of £924k.

The balance sheet shows that at 31 March 2024, the total funds of the Trust were £30,991k *(2023: £22,985k)*. The increase of £8,006k is predominantly due to the upward revaluation of freehold land and buildings of £7,526k. Cash at bank and in hand was £2,170k (2023: £1,960k) and the bank loans were fully repaid in March 2024 meaning the Trust is debt free.

Fundraising activities

Our fundraising activities undergo financial audits carried out by external inspectors to ensure donations are recorded in the correct way. The Trust is a member of the Fundraising Regulator and a member of the Fundraising Standards Board. There have been no formal complaints received. The Trust does not use telephone fundraising, cold calling or door to door fundraising as methods of raising income. The Trust does not use external consultancy or commission-based fundraisers.

Investments

The Trustee Directors have responsibility for Trust investments, to act in accordance with the Trustees Act 2000, and the Trust's own investment policy. They regularly consider the appropriateness of Trust investments and it is the current policy of the Trustee Directors to hold endowed funds in a suitable investment fund to produce an appropriate mix of income and capital growth.

The endowed funds are invested in COIF Charities Investment Fund – Income Units, managed by CCLA Investment Managers Ltd. The value of investments at 31 March 2024 was £48k *(2023: £44k)* and the Trust received dividends of £1k *(2023: £1k)* in the year. The Trustee Directors consider that the investments met the set performance objectives.

School fees are charged and payable each school term meaning the Trust has periods in the year when it has surplus funds. These periods are relatively short term (two to three months), and these surplus funds were offset against bank loans before the application of any interest charges.

Reserves policy

At 31 March 2024, the Trust had free reserves of £1,530k *(2023: £1,040k)*. Free reserves are the unrestricted funds of the Trust, less the value of tangible fixed assets bought out of unrestricted funds, adjusted for any attributable long term financing.

The Trust utilises reserves to finance significant investment in land, buildings, fixtures, fittings, vehicles and equipment in order to maintain and further develop the service level it provides. This development has continued during the year with investment in the year of £696k *(2023: £894k)* in tangible fixed assets, spent mainly repairing flood damage and further future proofing work at Rowan Court and other residential home improvements; which was met from free reserves, voluntary income and loans.

Levels of income and expenditure are not usually subject to material fluctuations in the short term and can be forecast with a reasonable degree of certainty. Business interruption insurance (36 months' loss of income) is also in place. The Trustee Directors regularly review the reserve levels. The current policy to ensure adequate reserves is based on a risk-based approach. Trading risk, other operational risks and significant likely investments are estimated considering existing commitments and planned future activities. Free reserves at 31 March 2024 substantially exceed the estimated net risk.

Plans for future periods

The financial sustainability of the organisation continues to be a significant focus of the executive and senior management team. We continue to face funding pressures, with inflationary increases not being sufficient to cover the increased costs we are incurring. The Chief Executive Officer and Executive Director of Finance, IT & Estates continue to work hard with all our commissioners to ensure fees are correctly aligned. We continue to be as efficient as possible with all our resources and look at partnership options to share costs.

Recruitment and retention continue to be a key focus. We are pleased to report that our staff turnover rate is significantly below the sector average and are delighted to see a number of staff leavers return to Hollybank. We are still incurring agency costs, but this has reduced by 50% since the previous year due to the continued focus on recruitment and retention.

We are keeping a tight control of overheads and capital spend. We have energy contracts already in place until October 2026 to protect against the sharp increases we have seen over the last few years. We have a sufficient level of cash reserves and no debt.

2024 marks the start of our next 3-year strategy, with a key focus on quality and continuous improvement, as well as progressing our digital journey and building further on our team ethos.

As we embark on our 70th Year as a Trust, we are thinking about the next steps for Hollybank as we reflect on the opportunities we have to develop and grow over the next twelve months and beyond. We continue to work hard with local authorities, MPs and other key stakeholders to ensure our strategy aligns to the changing needs of the sector.

Signed on behalf of the Trustee:



C Morrow
Chair of Hollybank Trustees Limited

23 September 2024

The Trustee Directors are responsible for preparing the Trustee's report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period.

In preparing these financial statements, the Trustee Directors are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP (FRS102)
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The Trustee Directors are responsible for keeping proper 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 Charities Act 2011, and applicable accounting regulations. 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.

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

Hollybank Trust

Independent auditor's report



Opinion

We have audited the financial statements of Hollybank Trust for the year ended 31 March 2024 which comprise the statement of financial activities, balance sheet and cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2024 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 Auditors' 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's 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 twelve months from when the financial statements are authorised for issue.

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

Other information

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

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

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 Trustee's annual report is inconsistent in any material respect with the financial statements; or
- the charity has not kept sufficient accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustee

As explained more fully in the Trustee's Responsibilities Statement set out on page 26, the Trustee is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustee determines 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 Trustee is 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 Trustee either intends to liquidate the charity or to cease operations, or has no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditors under the Charities Act 2011 and report in accordance with regulations made under that 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 auditors' 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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charity's financial statements to material misstatement and how fraud might occur, including through discussions with the Trustee Directors, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charity by discussions with Trustee Directors and updating our understanding of the sector in which the charity operates.

Laws and regulations of direct significance in the context of the charity include the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008, the Care Quality Commission, Ofsted and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charity's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charity's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: 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 Trustee, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the Trustee those matters we are required to state to it 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 and the Trustee as a body, for our audit work, for this report, or for the opinions we have formed.

Saffery LLP

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Saffery LLP, 10 Wellington Place, Leeds, LS1 4AP

Chartered Accountants and Statutory Auditors

Date: 14 November 2024

Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

for the year ended 31 March 2024

	Note	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Endowment Fund 2024 £	Total Funds 2024 £	Total Funds 2023 £
Income and endowments from:						
Donations and legacies	2	**199,639**	**17,446**	**-**	**217,085**	54,629
Charitable activities	2	**18,541,372**	**-**	**-**	**18,541,372**	16,556,061
Investments	2	**61,916**	**-**	**1,288**	**63,204**	22,014
Other	2	**181,208**	**-**	**-**	**181,208**	106,051
Total income	2	**18,984,135**	**17,446**	**1,288**	**19,002,869**	16,738,755
Expenditure on:						
Raising funds	3	**13,990**	**-**	**1,288**	**15,278**	9,134
Charitable activities	4	**18,467,474**	**14,400**	**-**	**18,481,874**	17,144,573
Other	6	**30,001**	**-**	**-**	**30,001**	32,587
Total expenditure		**18,511,465**	**14,400**	**1,288**	**18,527,153**	17,186,294
Net income/(expenditure)		**472,670**	**3,046**	**-**	**475,716**	(447,539)
Transfers between funds	15	**111,796**	**(111,796)**	**-**	**-**	-
Other recognised gains/(losses):						
Gains on revaluation of tangible fixed assets	9	**7,525,919**	**-**	**-**	**7,525,919**	-
Gains/(losses) on revaluation of investment	10	**-**	**-**	**4,011**	**4,011**	(1,743)
Net movement in funds		**8,110,385**	**(108,750)**	**4,011**	**8,005,646**	(449,282)
Reconciliation of funds						
Fund balances brought forward at 1 April 2023	15	**22,324,660**	**616,420**	**44,306**	**22,985,386**	23,434,668
Fund balances carried forward at 31 March 2024	15	**30,435,045**	**507,670**	**48,317**	**30,991,032**	22,985,386

The above results derive from continuing activities and includes all gains and losses recognised in the year.

A fully detailed comparative statement of Financial Activities for the year ending 31 March 2023 is shown at note 16.

The notes on pages 35 to 50 form part of these financial statements.

at 31 March 2024

	Note		2024		2023
		£	£	£	£
Fixed assets					
Tangible fixed assets	*9*		**29,412,538**		21,900,663
Investments	*10*		**48,317**		44,306
			29,460,855		21,944,969
Current assets					
Debtors	*11*	**2,071,815**		1,787,660	
Cash at bank and in hand		**2,170,085**		1,959,898	
		4,241,900		3,747,558	
Creditors: amounts falling due within one year	*12*	**(2,711,723)**		(2,552,027)	
Net curent assets			**1,530,177**		1,195,531
Total assets less current liabilities			**30,991,032**		23,140,500
Creditors: amounts falling due after more than one year	*13*		**-**		(155,114)
Net assets			**30,991,032**		22,985,386
Funds					
Unrestricted funds	*15*		**30,435,045**		22,324,660
Restricted funds	*15*		**507,670**		616,420
Endowment fund	*15*		**48,317**		44,306
Total charity funds			**30,991,032**		22,985,386

Approved by the Trustee Board on 23 September 2024 and signed on its behalf by:

Clare Morrow

C Morrow
Chair of Hollybank Trustees Limited

The notes on pages 31 to 50 form part of these financial statements.

for the year ended 31 March 2024

	Note	2024	2023
		£	£
Net cash generated by operating activities	*A*	**1,229,605**	306,198
Cash flows from investing activities			
Purchase of tangible fixed assets		**(696,038)**	(894,271)
Disposal of tangible fixed assets		**-**	4,371
Net cash used by investing activities		**(696,038)**	(889,900)
Cash flows from financing activities			
Repayment of borrowing		**(310,166)**	(155,052)
Repayment of finance lease obligations		**(13,214)**	-
Net cash used in financing activities		**(323,380)**	(155,052)
Change in cash and cash equivalents in the period		**210,187**	(738,754)
Cash and cash equivalents at the beginning of the period		**1,959,898**	2,698,652
Cash and cash equivalents at the end of the period		**2,170,085**	1,959,898

The notes on pages 31 to 50 form part of these financial statements.

A Reconciliation of net cash used in operating activities

	2024	2023
	£	£
Net incoming / (outgoing) resources	**475,716**	(447,539)
Depreciation	**710,082**	658,176
Increase in debtors	**(284,155)**	(116,291)
Decrease in creditors	**327,962**	211,852
Cash flow from operating activities	**1,229,605**	306,198

Analysis of changes in net debt

	At 1 April 2023	Cash flows	Other non-cash changes	At 31 March 2024
	£	£	£	£
Cash	1,959,898	210,187	-	2,170,085
Loans falling due within one year	(155,052)	155,052	-	-
Loans falling due after more than one year	(155,114)	155,114	-	-
Finance lease obligations	(288,409)	13,214	-	(275,195)
	1,361,323	533,567	-	1,894,890

Other notes...

Notes

(forming part of the financial statements)

1 Accounting policies

Hollybank Trust (the "Trust") is an unincorporated charity.

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at historic cost modified by the adoption of measuring investment assets and freehold property on a revaluation basis. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (the "Charity SORP") preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 effective 01 January 2019) and the Charities Act 2011.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements. Hollybank Trust meets the definition of a public benefit entity under FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £1.

Going concern

The Trust's business activities together with the factors likely to affect its future performance and development are detailed in the annual report. It is the view of the Trustee Directors that the Trust is well placed to manage its business risks successfully. This is evidenced in the financial statements, cash flow and liquidity position as stated in this annual report. In addition, the Trust has robust policies and procedures for managing its reserves and its financial risk management objectives. The Trustee Directors have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future and they therefore continue to adopt the going concern basis of accounting in preparing the annual financial statements.

The key risks facing the Trust are discussed in the annual report on page 21. Other areas of uncertainty are the levels of investment return and key judgements around property valuation and provisions.

Incoming resources

Income from grants and fees are matched to the periods for which the services are provided and any such income, not expended by the end of the financial year, is carried forward as deferred income.

All donations and grants towards asset purchases, income from fundraising events, and investment income are treated as income in the year receivable. Legacy income is included either when received or, if before receipt, there is reasonable certainty that the legacy will be received and that the value receivable can be measured with sufficient reliability.

Interest income eg Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of interest paid or payable. Dividend income from investment funds is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of dividends paid or payable.

Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a staff time basis in accordance with Charities SORP (FRS 102). No amounts have been included in the financial statements for services donated by volunteers.

Notes *(continued)*

1 Accounting policies *(continued)*

Fixed assets and depreciation
Depreciation is provided by the Trust to write off the cost less the estimated residual value of tangible fixed assets by equal instalments over their estimated useful economic lives as follows:

Freehold land	-	nil
Freehold buildings	-	2% per annum
Equipment, fixtures and fittings	-	20% - 33% per annum
Motor vehicles	-	12.5% - 25% per annum

A policy of revaluation exists for freehold land and buildings. Valuations are performed by external valuation specialists on a rolling 5-year basis.

A surplus on book value is transferred to unrestricted funds. A deficit is recognised when the book value exceeds its valued amount. Such losses are recognised in the Statement of Financial Activities unless it arises on a previously revalued asset. A deficit on a revalued asset is recognised from any aggregate surplus relating to that asset. Where there is no such surplus or if the carrying value may not be recoverable, and the deficit or impairment is deemed permanent, it is charged to the Statement of Financial Activities.

Land and buildings in the course of construction or conversion are not depreciated until brought into use.

Plant, equipment, furnishings, fixtures, fittings and other tangible fixed assets, with a value of less than £5,000, are written off as consumables in the year of purchase.

Tangible fixed assets are subject to review on a regular basis to ensure that there has been no impairment and that the value included in assets is fair and reasonable.

Leases
Assets acquired under finance leases or hire purchase agreements are capitalised and the outstanding future obligations are shown in creditors. Operating lease rentals are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

1 Accounting policies *(continued)*

VAT
The Trust's activities are classified as exempt or non-business activities for the purposes of VAT and therefore any VAT charged on purchases is a cost to the Trust and is included in the relevant costs heading in the Statement of Financial Activities.

Investments
Investments are stated at market value at the balance sheet date. Changes made to the balance sheet market values are reflected in the Statement of Financial Activities together with realised profits and losses on sales of investments during the year.

Fund structure
The Trust's funds are held in the following separate funds:

a) Unrestricted fund
This fund represents the unrestricted funds that the Trustee is free to use in accordance with the charitable objects of the Trust.

b) Restricted funds
These funds represent donations, grants and fundraising income from events and appeals for a specific purpose. The income is spent on providing land and buildings, equipment, facilities and social activities for the benefit of our children, young people, and adults. Further details can be found in note 15(b).

c) Permanent endowment fund
This is a permanent endowment fund, the income of which is restricted to the provision of additional benefits for our school students.

Tax
The Trust is considered to pass the tests set out in paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable trust for UK income tax purposes. Accordingly, the Trust is potentially exempt from taxation in respect of income or capital gains within categories covered by Part 10 of the Income Tax Act 2007 or section 256 of The Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied to charitable purposes.

Notes *(continued)*

1 Accounting policies *(continued)*

Basic financial instruments:

Trade and other debtors / creditors
Trade and other debtors are recognised initially at transaction price less attributable transaction costs. Trade and other creditors are recognised initially at transaction price plus attributable transaction costs. Subsequent to initial recognition, they are measured at amortised cost using the effective interest method, less any impairment losses in the case of trade debtors. If the arrangement constitutes a financing transaction, for example if payment is deferred beyond normal business terms, then it is measured at the present value of future payments discounted at a market rate of instrument for a similar debt instrument.

Cash and cash equivalents
Cash and cash equivalents comprise cash balances and call deposits.

Other financial instruments:

Financial instruments not considered to be basic financial instruments
Other financial instruments not meeting the definition of Basic Financial Instruments are recognised initially at fair value. Subsequent to initial recognition, other financial instruments are measured at fair value with changes recognised in the Statement of Financial Activities.

Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors considered to be relevant.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Critical estimates and depreciation of tangible assets

Depreciation policies have been set according to experience of the useful lives of the assets in each category and are reviewed annually. Expenditure is incurred on creating tangible fixed assets for use in the charity, with costs incurred over a number of months. The Trustees believe it is possible to segregate these costs into identifiable projects, and as such no depreciation is charged on that project until it is brought into use.

Legacies

Legacies are recognised as income when probate has been granted, the charity has established its entitlement to the funds and sufficient information is available to allow the measure of entitlement, and it is probable that funds are receivable.

Notes *(continued)*

2 Income and endowments

		Unrestricted £	Restricted £	Endowment £	2024 £	2023 £
Donations and legacy income:	Donations	**199,639**	**17,446**	-	**217,085**	54,629
Investment income	Dividends	-	-	**1,288**	**1,288**	1,288
	Interest received	**61,916**	-	-	**61,916**	20,726
Charitable activities	Residential services	**16,565,986**	-	-	**16,565,986**	14,832,702
	School	**1,615,962**	-	-	**1,615,962**	1,504,072
	Enrichment services	**350,520**	-	-	**350,520**	210,776
	Bradbury Centre	**8,904**	-	-	**8,904**	8,511
Other income		**181,208**	-	-	**181,208**	106,051
Total incoming resources		**18,984,135**	**17,446**	**1,288**	**19,002,869**	16,738,755

The 2023 figures included £29,192 restricted donations and legacies and £1,288 endowment income.

Notes *(continued)*

3 Cost of raising funds

	Unrestricted	Endowment	2024	2023
	£	£	£	£
Staff costs	**5,226**	**-**	**5,226**	5,226
Office and premises costs	**7,464**	**-**	**7,464**	3,816
Motor and travel expenses	**90**	**-**	**90**	52
Depreciation	**2,498**	**-**	**2,498**	-
Fundraising events	**-**	**-**	**-**	40
COIF investment	**(1,288)**	**1,288**	**-**	-
	13,990	**1,288**	**15,278**	9,134

The 2023 figures include £1,288 of fundraising costs allocated to the endowment fund.

4 Cost of charitable activities

	Unrestricted	Restricted	2024	2023
	£	£	£	£
Residential services:				
Staff costs	**11,260,756**	**-**	**11,260,756**	10,921,423
Depreciation	**297,659**	**504**	**298,163**	276,683
Other direct costs	**1,884,832**	**-**	**1,884,832**	1,419,832
Support costs (note 5)	**2,362,972**	**-**	**2,362,972**	2,246,633
School:				
Staff costs	**1,076,341**	**-**	**1,076,341**	947,409
Depreciation	**16,337**	**-**	**16,337**	5,689
Other direct costs	**119,998**	**-**	**119,998**	108,727
Support costs (note 5)	**435,675**	**-**	**435,675**	402,065
Enrichment services:				
Staff costs	**468,791**	**-**	**468,791**	411,089
Depreciation	**93,553**	**13,896**	**107,449**	100,555
Other direct services	**130,338**	**-**	**130,338**	77,421
Support costs (note 5)	**277,416**	**-**	**277,416**	259,789
Other costs of charitable activities	**42,806**	**-**	**42,806**	(32,742)
	18,467,474	**14,400**	**18,481,874**	17,144,573

The 2023 figures include £14,400 of depreciation allocated to the restricted fund.

Notes *(continued)*

5 Allocation of central support costs

	Residential services	School	Enrichment services	2024	2023
	£	**£**	**£**	**£**	£
Governance:					
Staff costs	**430,290**	**34,083**	**30,673**	**495,046**	515,202
Other costs	**36,907**	**2,468**	**2,634**	**42,009**	21,764
Finance and payroll:					
Staff costs	**238,678**	**12,665**	**17,049**	**268,392**	236,213
Other costs	**27,265**	**1,446**	**1,947**	**30,658**	38,306
People and culture:					
Staff costs	**243,650**	**45,768**	**53,845**	**343,263**	314,410
Other costs	**198,737**	**37,333**	**43,919**	**279,989**	215,615
Information technology:					
Staff costs	**137,093**	**65,591**	**10,932**	**213,616**	176,640
Other costs	**165,844**	**79,344**	**13,222**	**258,410**	217,474
Premises and amenities:					
Staff costs	**323,811**	**57,467**	**37,780**	**419,058**	456,863
Other costs	**339,983**	**60,339**	**39,665**	**439,987**	440,751
Depreciation	**220,714**	**39,171**	**25,750**	**285,635**	275,249
	2,362,972	**435,675**	**277,416**	**3,076,063**	2,908,487

All support and governance costs in both the current and prior year have been allocated to unrestricted funds.

6 Other costs

	2024	2023
	£	£
Audit and professional costs (see below)	**30,001**	32,587
	30,001	32,587

Fees payable to the auditors for services to the Trust (included in the above costs):

	2024	2023
	£	£
Audit (including irrecoverable VAT)	**21,294**	20,280
Legal & professional fees	**8,707**	12,307

Notes *(continued)*

6 Other costs *(continued)*

Governance costs of £30,001 *(2023: £32,587)* have not been allocated against charitable activities as management do not consider these costs to represent a day to day operating cost of the Trust. As such, they have been recognised as a separately identifiable expense in the Statement of Financial Activities.

7 Staff costs

	2024	2023
	£	£
Wages and salaries	**12,079,725**	10,632,907
Social security costs	**1,005,750**	859,667
Pension costs (see below)	**388,811**	354,983
Agency and supply labour cost	**1,076,203**	2,136,918
	14,550,489	13,984,475

Pension costs

	2024	2023
	£	£
Defined contribution schemes	**289,373**	287,456
Defined benefit scheme (Teachers)	**99,438**	67,527
	388,811	354,983

The average number of employees (excluding agency and supply labour) during the year was as follows:

		2024	2023
		No.	No.
Direct services	Residential services	**478.3**	466.4
	School	**46.3**	42.2
	Enrichment services	**25.2**	24.2
Support	Governance	**4.3**	5.8
	Finance and payroll	**8.0**	7.9
	People and culture	**12.4**	10.6
	Information and technology	**5.9**	5.2
	Premises and amenities	**23.0**	22.5
		603.4	584.8

Notes *(continued)*

7 Staff costs *(continued)*

The number of employees who received emoluments, including redundancy and taxable benefits, in excess of £60,000 are as follows:

	2024	2023
	No.	No.
£60,001 - £70,000	**1**	1
£70,001 - £80,000	**1**	-
£80,001 - £90,000	**-**	2
£90,001 - £100,000	**1**	-
£100,001 - £110,000	**1**	-
£110,001 - £120,000	**-**	1
£120,001 - £130,000	**1**	-

In respect of these employees, pension contributions of £42,711 *(2023: £34,464)* were payable by the Trust into defined contribution and benefit schemes. The key management personnel comprised of the Chief Executive, Executive Director of Finance, IT & Estates, Executive Director of People, Communications & Children's Services and the Executive Director of Operations (the executive team). In respect of these employees, the total salaries and benefits amounted to £397,137 *(2023: £291,572)* plus pension contributions of £27,578 *(2023: £19,994)*.

8 Remuneration of Trustee Directors and related party transactions

None of the Trustee Directors of Hollybank Trustees Limited received any remuneration or expenses during the year in the course of their duties as Trustee Directors *(2023: £nil)*.

Anna O'Mahony, Chief Executive, is a voluntary director of Kirklees CA Limited. During the year, Kirklees CA Limited paid Hollybank Trust £138 *(2023: £120)* for meeting room hire.

9 Tangible fixed assets

	Assets under the course of construction	**Land and buildings**	**Equipment, fixtures and fittings**	**Motor vehicles**	**Total**
	£	**£**	**£**	**£**	**£**
Cost or valuation					
At beginning of year	6,813	21,885,537	6,195,091	895,095	28,982,536
Additions	-	324,156	371,882	-	696,038
Disposals	-	-	-	(56,976)	(56,976)
Transfers	(6,813)	-	6,813	-	-
Revaluation	-	5,895,307	-	-	5,895,307
At end of year	-	28,105,000	6,573,786	838,119	35,516,905
Depreciation					
At beginning of year	-	1,306,788	5,181,442	593,643	7,081,873
Charge for year	-	323,824	313,493	72,765	710,082
Disposals	-	-	-	(56,976)	(56,976)
Revaluation	-	(1,630,612)	-	-	(1,630,612)
At end of year	-	-	5,494,935	609,432	6,104,367
Net book value					
At 31 March 2024	**-**	**28,105,000**	**1,078,851**	**228,687**	**29,412,538**
At 31 March 2023	6,813	20,578,749	1,013,649	301,452	21,900,663

Notes *(continued)*

9 Tangible fixed assets *(continued)*

The freehold land and buildings for the Mirfield site were revalued on 5 July 2024 by Nicholas Verity BSc MRICS (Senior Surveyor) and Matthew Scholey BSc MRICS (Director), and agreed with Anthony Spencer BSc MRICS (Senior Partner), of Eddisons, independent chartered surveyors. The valuation was prepared in accordance with the RICS Valuation – Professional Standards January 2022 incorporating IVSC Valuation Standards. The valuation has been prepared on the basis of Depreciated Replacement Cost (DRC), which is defined in the RICS Valuation – Global Standards (UK National Supplement) 2022 as 'the current cost of replacing an asset with its modern equivalent asset less deductions for physical deterioration and all relevant forms of obsolescence and optimisation'.

The freehold land and buildings for Rowan Court, Sycamores and Oak House were revalued on 10 July 2024 by Nicholas Verity BSc MRICS (Senior Surveyor) and agreed with David Hayton DipVEM MRICS (Director), of Eddisons, independent chartered surveyors. The valuation was prepared in accordance with the RICS Valuation – Global Standards incorporating IVSC International Valuation Standards (effective from January 2022) and the UK National supplement (effective from May 2024). The valuation has been prepared on the basis of Fair Value, which is defined by RICS (Royal Institute of Chartered Surveyors) as 'the price that would be received to sell an asset, or paid to transfer a liability, in an orderly transaction between market participants at the measurement date'.

In accordance with paragraph 10.35 of the Charity SORP, the freehold land and buildings are to be valued on a rolling 5-year basis.

The historic cost of the freehold land and buildings at 31 March 2024 is £14,166,195 *(2023: £*14,166,195*)*.

Included in the net book value of freehold land and buildings is £6,600,000 *(2023: £5,815,000)* being the valuation of the land and this has not been depreciated.

10 Investments

Investments are held in COIF Charities Investment Fund – Income Units, a UK Fund, and are a permanent endowment.

	2024	2023
	£	£
Investments at market value at 31 March 2023	**44,306**	46,049
Increase / (decrease) in value	**4,011**	(1,743)
Market value at 31 March 2024	**48,317**	44,306

The historic cost of investments at 31 March 2024 was £18,460 *(2023: £18,460).*

11 Debtors

	2024	2023
	£	£
Trade debtors	**1,292,646**	1,168,520
Sundry debtors and prepayments	**419,308**	318,793
Income accruals	**359,861**	299,746
Financial activities designated at fair value through income and expenditure	**-**	601
	2,071,815	1,787,660

Notes *(continued)*

12 Creditors: amounts falling due within one year

	2024	2023
	£	£
Bank loans (note 13)	**-**	155,052
Trade creditors	**386,264**	296,155
Other creditors	**1,457,492**	1,338,196
Other taxes and social security	**420,016**	360,570
Accruals and deferred income	**447,951**	402,054
	2,711,723	2,552,027

Included in other creditors above is £275,195 *(2023: £288,409)* relating to finance lease obligations.

13 Creditors: amounts falling due after more than one year

	2024	2023
	£	£
Bank loans (see below)	**-**	155,114
	-	155,114

The bank loans were fully repaid in March 2024. They were secured by a first charge on the freehold land and buildings, which had a net book value at 31 March 2024 of £28,105,000:

	2024	2023
	£	£
Within one year (note 12)	**-**	155,052
In the second to fifth year	**-**	155,114
	-	310,166

Fair value of financial instruments

The bank loan agreements allowed for the set off of any credit balances on the Trust bank current accounts against two of the loans before the calculation of interest. The rate of interest chargeable on these bank loans was 1.76% over base rate.

The fair value of the interest rate swap was estimated by discounting the difference between the cumulative contractual interest paid and the fair value of the cumulative interest paid at the maturity of the contract. The financial instrument was identified as a level 2 instrument.

The instrument was an asset of £601 as at 31 March 2023. The reduction on the opening asset of £601 *(2023: reduction in liability of £8,721)* has been recognised through the Statement of Financial Activities.

Notes *(continued)*

14 Commitments

At 31 March 2024, the Trust had no capital commitments *(2023: £67,331).*

At 31 March 2024, the Trust had outstanding commitments for future minimum lease payments under non-cancellable operating leases as follows:

Other	**2024**	2023
	£	£
Within one year	**67,371**	61,068
In the second to fifth year	**179,924**	181,556
Over five years	**27,900**	45,785
	275,195	288,409

15 Funds

a) Analysis of net assets between funds

	Tangible fixed assets	**Investments**	**Net current assets**	**Liabilities due after more than one year**	**Total**
Restricted and endowment funds	**£**	**£**	**£**	**£**	**£**
Fundraising account	507,670	-	-	-	**507,670**
Huddersfield Charity for Children (previous registration number 221357) endowment fund	-	48,317	-	-	**48,317**
	507,670	48,317	-	-	**555,987**
Unrestricted funds	28,904,868	-	1,530,177	-	**30,435,045**
	29,412,538	**48,317**	**1,530,177**	**-**	**30,991,032**

For the year ended 31 March 2023:

	Tangible fixed assets	**Investments**	**Net current assets**	**Liabilities due after more than one year**	**Total**
Restricted and endowment funds	**£**	**£**	**£**	**£**	**£**
Fundraising account	616,420	-	-	-	**616,420**
Huddersfield Charity for Children (previous registration number 221357) endowment fund	-	44,306	-	-	**44,306**
	616,420	44,306	-	-	**660,726**
Unrestricted funds	21,284,243	-	1,195,531	(155,114)	**22,324,660**
	21,900,663	**44,306**	**1,195,531**	**(155,114)**	**22,985,386**

Notes *(continued)*

15 Funds *(continued)*

b) Summary of fund movements

	Fund balances brought forward	Incoming resources	Outgoing resources	Revaluation of investment and fixed assets	Transfers	Fund balances carried forward
Restricted funds	**£**	**£**	**£**	**£**	**£**	**£**
Bradbury therapy centre	380,827	-	(11,604)	-	-	369,223
Transition projects appeal	18,168	-	(504)	-	-	17,664
Courtyard project	112,357	-	(2,292)	-	-	110,065
Legacy for Rowan Court	105,068	-	-	-	(94,350)	10,718
Other income received	-	17,446	-	-	(17,446)	-
Restricted funds	616,420	17,446	(14,400)	-	(111,796)	507,670
Endowment fund	44,306	1,288	(1,288)	4,011	-	48,317
Unrestricted funds	22,324,660	18,984,135	(18,511,465)	7,525,919	111,796	30,435,045
	22,985,386	**19,002,869**	**(18,527,153)**	**7,529,930**	**-**	**30,991,032**

For the year ended 31 March 2023:

	Fund balances brought forward	Incoming resources	Outgoing resources	Revaluation of investment	Transfers	Fund balances carried forward
	£	**£**	**£**	**£**	**£**	**£**
Restricted funds						
Bradbury therapy centre	392,431	-	(11,604)	-	-	380,827
Transition projects appeal	18,672	-	(504)	-	-	18,168
Courtyard project	114,649	-	(2,292)	-	-	112,357
Legacy for Rowan Court	105,068	-	-	-	-	105,068
Other income received	-	29,192	-	-	(29,192)	-
Restricted funds	630,820	29,192	(14,400)	-	(29,192)	616,420
Endowment fund	46,049	1,288	(1,288)	(1,743)	-	44,306
Unrestricted funds	22,757,799	16,708,275	(17,170,606)	-	29,192	22,324,660
	23,434,668	**16,738,755**	**(17,186,294)**	**(1,743)**	**-**	**22,985,386**

15 Funds *(continued)*

Bradbury therapy centre
A grant of £580,000 was received in 2006 from Sport England for construction of the Bradbury therapy centre which opened in 2006 and is depreciated over the expected useful life of 50 years.

Transition projects appeal
A contribution of £25,000 was received in August 2008 towards the construction of Rowan Court and, in compliance with the terms of the award, is being depreciated over the property's expected useful life of 50 years.

Courtyard project
Contributions totalling £36,322 in 2019/20, £25,160 in 2018/19, £26,500 in 2017/18 and £32,375 in 2016/17 were received towards the project for the development of the courtyard for use mainly by adults and children, is being depreciated over the property's expected useful life of 50 years.

Legacy
Cheques to the value of £10,163 were received in 2019/20 and a cheque to the value of £94,905 was accounted for in 2018/19 from a legacy of a former member of staff. These monies are restricted for use at Rowan Court and significant capital repair work was carried out in the year, resulting in a transfer out of the fund.

Other income received
Details concerning the Endowment Fund can be found in the Trustee Directors' annual report on page 24.

Unrestricted funds are funds that are free to be used in accordance with the charitable objects of the Trust. There are no designated funds as at 31 March 2024 *(2023: £nil).*

There are no other recognised gains or losses that have not been dealt within the Statement of Financial Activities as set out on page 31.

16 Detailed comparative statement of financial activities

for the year ended 31 March 2023

	Note	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Endowment Fund 2023 £	Total Funds 2023 £	Total Funds 2022 £
Income and endowments from:						
Donations and legacies		**25,437**	**29,192**	**-**	**54,629**	45,361
Charitable activities		**16,556,061**	**-**	**-**	**16,556,061**	15,496,037
Investments		**20,726**	**-**	**1,288**	**22,014**	25,412
Other		**106,051**	**-**	**-**	**106,051**	357,117
Total income		**16,708,275**	**29,192**	**1,288**	**16,738,755**	15,923,927
Expenditure on:						
Raising funds		**7,846**	**-**	**1,288**	**9,134**	8,752
Charitable activities		**17,130,173**	**14,400**	**-**	**17,144,573**	15,783,999
Other		**32,587**	**-**	**-**	**32,587**	18,961
Total expenditure		**17,170,606**	**14,400**	**1,288**	**17,186,294**	15,811,712
Net (expenditure)/income		**(462,331)**	**14,792**	**-**	**(447,539)**	112,215
Other recognised gains/(losses):						
Transfers between funds		**29,192**	**(29,192)**	**-**	**-**	-
Gain/(loss) on revaluation of investment		**-**	**-**	**(1,743)**	**(1,743)**	3,659
Net movement in funds		**(433,139)**	**(14,400)**	**(1,743)**	**(449,282)**	115,874
Reconciliation of funds						
Fund balances brought forward at 1 April 2022		**22,757,799**	**630,820**	**46,049**	**23,434,668**	23,318,794
Fund balances carried forward at 31 March 2023		**22,324,660**	**616,420**	**44,306**	**22,985,386**	23,434,668

The above results derive from continuing activities.

HOLLYBANK TRUST

England & Wales - Charity number 1043129

Accounts

Hollybank
Quality of life, for life

Hollybank Trust

Annual report and accounts
for the year ended 31 March 2023









Registered charity number 1043129

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Focussing on ability not disability

As a charity, we pride ourselves on placing the children, young people, and adults we care for at the heart of everything we do.



As we have steered towards the end of the pandemic, we have kept our focus on one thing: keeping the people who live and learn with us, safe and healthy. Everyone has pulled together because we wanted the same thing.

Of course, keeping people physically well is only half of our story. Hollybank's ethos is about focussing on ability, not disability and we know that providing exceptional care is about more than just meeting people's daily needs. We continue to give people the opportunity to explore their interests and enjoy life.

We would like to extend our gratitude to friends and family for their unwavering support.

Although COVID-19 was extremely difficult to navigate at Hollybank, we are so grateful that we are now returning to the fun and happy atmosphere we are used to here. It's fantastic that in the last 12 months we have been able to organise Trust wide events to bring our whole organisation together again.

Parent quotes from our 2022 annual survey:

"What has made the hospital admissions more bearable has been the continuity of care provided by Hollybank's support worker. She has changed annual leave, shifts and her days off to support us at hospital over the past year. Our son couldn't have received better care from the support worker."

"Staff are handling our son with much greater confidence, and he is responding. He looks happy and engaged in a way I haven't previously seen at Hollybank. Staff are actively implementing and considering behavioural strategies which is fantastic to observe, and are also calm and confident in taking him off site."



Living



We have ten residential homes providing 24/7 care for people with a range of profound and multiple disabilities and sensory impairments across Yorkshire. Seven of these homes are on our main site in Mirfield, one is in Holmfirth, one in Barnsley and one near Wakefield. We have a total of 95 beds across our 8 adult residential homes, and a total of 15 beds across our 2 children's residential and short break homes. We work with over 40 Local Authorities / Integrated Care Boards (ICBs).

The people we care for have complex physical disabilities and associated communication, sensory and learning difficulties and our dedicated staff team is specially trained to support a range of complex medical conditions.

Our in-house Therapy team work across the Trust with children, young people and adults. Tasks are completed collaboratively with the wider multidisciplinary team and families to achieve person centred goals, meet health and wellbeing needs, and to enable the individual to participate fully in their daily life. The Speech and Language Therapy team (including Assistive Technology) train support staff and work therapeutically across areas such as communication, autonomy, environmental control, safe eating and drinking, and behaviour support. The Physiotherapy team facilitate Hydrotherapy and Rebound Therapy sessions at our purpose-built Bradbury Centre on our main site. They work closely with the residential services to assess and provide equipment for 24hour postural management as well as encouraging ability and mobility with children, young people and adults. The Occupational Therapy team support individuals to improve their independence skills, access essential tasks and engage in meaningful activities through-out their day. This is completed through assessment, provision of equipment, teaching/practising skills with individuals, training support staff and other therapeutic input.

Positive behaviour support (PBS) is a person-centred framework for providing long-term support to people who have, or may be at risk of developing, behavioural needs. It is a blend of person-centred values and behavioural science and uses evidence to inform decision-making. Behaviours that challenge happen for a reason and may be the person's only way of communicating an unmet need. PBS helps us understand the reason (function) for the behaviour so we can better meet people's needs, enhance their quality of life and reduce the likelihood that the behaviour will happen. At Hollybank we promote proactive strategies to reduce likelihood of behavioural escalation, taking into account individual needs and wishes, including trauma informed care approaches and active support to promote independence and choice for those we support. We also train our teams in reactive strategies to ensure the safety of all and that the support that is offered in a least restrictive way and in the individuals' best interests.

Most of the people who we support use wheelchairs to move around and use a variety of different ways to communicate. Our services are wheelchair accessible, although vary in layout and have outdoor spaces to explore and enjoy the seasons to promote positive wellbeing.

We provide person centred support that is individual to each person and promote quality of life, encouraging full participation in every aspect of life. For example, in our residential environments this is about fully involving children, young people, and adults in making important choices about the decoration and furnishing of their home, encouragement to participate in completing laundry and getting stuck into cooking and baking.

We have a growing activity offer enabling everyone we support the opportunity to learn new skills via inhouse learning or local groups; access a wide variety of activities such as shows at local theatres, football matches, music concerts, a day at the races; and community facilities i.e. leisure centres and museums. Life is about having fun and great outcomes for all!

Learning





We can offer fully flexible educational placements, ranging from free nursery places through to full 52-week placements. At 31 March 2023, 31 (*2022: 25)* school children and 8 *(2022: 9)* nursery children attended Hollybank school; and a further 16 children and young people accessed the short break service during the year. Occupancy in the children's home was 92% for the year *(2022: 92%)*.

We continue to work with families using the 'Evidence for Learning' app to share resources and updates with parents and carers.

Our Family Engagement Lead continues to be on hand, providing both physical and virtual support to not only our school families, but also the parents and carers involved in our Little Pips support group for families with babies and toddlers with profound disabilities.

ELMs enrichment service

For people aged over 18 years, we offer our ELMS enrichment service.
Our skilled and experienced team work closely with family members, social workers and school transition workers, to create a person-centred programme of meaningful activities.

The sessions are designed to help our young people and adults maintain and/or develop skills in:

- independence
- socialisation
- communication

and most of all to have fun within a safe and supportive environment.

Activity sessions available include everything from art and crafts, gardening and nature themed groups to sensory, music and sport-based sessions.

These can be either one-to-one intensive sessions or larger, group activities with up to eight people taking part and are tailored to suit the needs and abilities of each participant.

The Bradbury Centre

The Bradbury Centre is Hollybank's hydrotherapy and rebound therapy centre, located adjacent to the Elms Centre on our main site in Mirfield. The centre comprises of a sensory hydrotherapy pool, spa pool and an activities room for rebound sessions and floor-based activities.



This is used for both internal and externally in the community, offering the facility for swimming lessons and other appropriate bookings.

A message from our Chair



What a busy twelve months it has been, as we move beyond the pandemic and plan for the future.

As both a parent and the chair of the Trustees, it has been a pleasure to see so many of the children, young people, and adults out and about, leading busy lives once again in a safe manner.

The impact of the pandemic and other world events has been felt far and wide across the country and particularly in the health, social care and education environments.

It is with great sadness that I have recently seen several charities in the area reducing their services or being forced to close due to a perfect storm of wider sector challenges, such as underfunding, increasing inflation and a surge in energy cost prices.

We too are experiencing those real challenges, but I am pleased to say that so far, we are managing to navigate them positively, and remain passionately committed to delivering the highest level of care to our children, young people, and adults.

Following a recent visit from our local MP we were personally thanked in Parliament for the work we are doing in the sector. It is great to see that Hollybank is getting national recognition for the amazing work the Trust does.

We continue to work hard with local authorities, MPs and other key stakeholders to ensure our strategy aligns to the needs of the sector and we ensure the financial sustainability of Hollybank Trust for the long term. That means that we are continually developing our services to meet changing demands.

We know that there are difficult times ahead for the charity sector and public services.

As a Board we will continue to look for ways to offer exceptional value for money and deliver excellent standards of care and education to the children, young people, and adults who live, learn, and spend time at Hollybank.

Overall, we are extremely grateful to our CEO, Executive and Senior Management Team, and all our staff who have worked so hard over the last twelve months to ensure that Hollybank is well positioned to take on the ongoing challenges.

Clare Morrow
Chair of Trustee Directors



Over the last year we have started to see the return of what life was like before the pandemic. Activities and trips have resumed and themed events have been held including the Platinum Jubilee parties, the Trust's celebration day and regular coffee mornings, all that bring so many people together.

From a workforce perspective we are also seeing a return to more familiar times with reduced reliance on agency staff. I am very pleased to see things have started to stabilise and that we are retaining great people and encouraging more to join us.

This has all helped to create a steady state for Hollybank and enables us to work towards the full resumption of enriching experiences we can provide both our staff teams and the children, young people, and adults we support.

We enjoyed more 'normal' Christmas festivities across the Trust in 2022 as well as some wonderful celebrations to mark the Platinum Jubilee. The celebration project team are already busy planning the 2023 summer event and the associated fundraising activity needed to pay for this event.

We recognise COVID-19 hasn't gone away completely, but all in all it does feel like things are returning to better times and becoming calmer again.

The financial pressures in the care and education sectors remain a huge challenge but we are doing all we can to ensure that the costs relating to underfunded care packages and increased energy costs (in 2022 we saw an increase in electric prices of 435%, and in 2023 we will see an increase in gas prices of 225%) combined with continued high inflation, are as well managed as they can be, now and into the future.

We are eternally grateful to our staff who go above and beyond in their day-to-day roles. Our care teams, school staff, therapists, activity teams and facilities staff are the heart of the organisation and provide amazing person-centred front-line care, education, and enrichment services. We are also very proud of our staff across all our support functions who many people don't see but are working so hard on projects that continue to deliver quality of life.

As our current three-year plan enters its final year, we are pleased to say we are making good progress with the objectives and projects despite the challenges of the pandemic and cost of living crisis. We are very excited about the digital care project that is in its infancy right now but will be rolled out during 2023/24. We are also looking at how we can best meet the growth in demand for our children's services and make the most out of this fantastic opportunity.

We are now working hard as a senior management team to develop the next iteration of our strategy to ensure Hollybank has a bright and financially sustainable future.

Anna O'Mahony
Chief Executive

Recruitment – and retention

Providing care and education for more than 100 vulnerable children, young people, and adults during a global pandemic presented many challenges to Hollybank, not least the need to maintain safe staffing levels.

Our staff team is approximately 600 people strong. There are easier places to work than Hollybank, but few are as rewarding. Most of the team are front-line support workers, responsible for the day-to-day care of the children, young people, and adults who live with us. It is a difficult and demanding job at the best of times – and we were navigating our way through the worst of times.

Staff turnover rates within the social care sector usually sit at around 29%* and Hollybank has felt this impact, albeit that our turnover has always been below the sector norms. On top of this, over the past year, we have had to not only manage our usual vacancies but also cover periods of staff sickness and isolation. To help with this, we have grown our bank staff pool to support us with our staffing contingency plans.

In 2020, we put in place a virtual recruitment process that would help us to attract, interview, offer and induct new recruits into the Hollybank family. We continue to use elements of this process alongside our face-to-face recruitment, to find the best people.

It is easy to focus on the negative aspects of the pandemic, but we have been heartened to see the social care sector – and its workers – start to get the recognition it deserves. We believe that – along with our more flexible recruitment practices – this increased visibility of the social care sector and the career opportunities it offers, has helped us to successfully recruit and onboard close to 220 new colleagues to the Hollybank team between April 2022 – March 2023.

Our entire staff team have worked tirelessly within the ever-changing government guidance, always putting the people who live and learn here first, even above their own families. We are extremely grateful to everyone who works for us.

**data – Skills for Care, Oct. 2022: The state of the adult social care sector and workforce in England*

"I started at Hollybank as bank staff and I'm now a permanent member of staff at Beeches because I love the job so much. The adults I support make it so enjoyable. Hollybank is a very supportive place to work, and it's completely changed my perception of disability and what it's like to work for a disability charity. I love my job as a support worker because every day is different, and the connection I've made with the adults at Beeches is amazing."

- Hollybank Support Worker

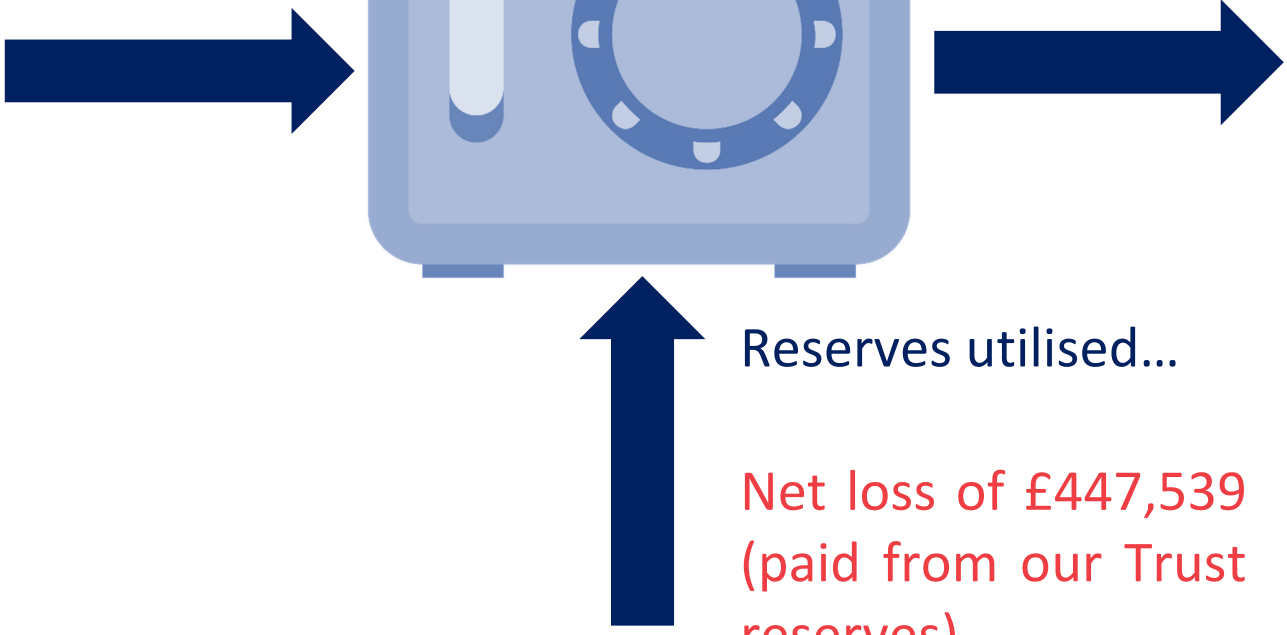
Gender pay gap

Our gender pay report is available on our website. The results of our gender pay gap review for 2022 are shown below.

Difference between men and women	Mean	Median	UK Average Mean	UK Average Median
Gender Pay Gap	3.5%	7.9%	14.9%	14.7%

Money in…

£16,738,755



Money out…

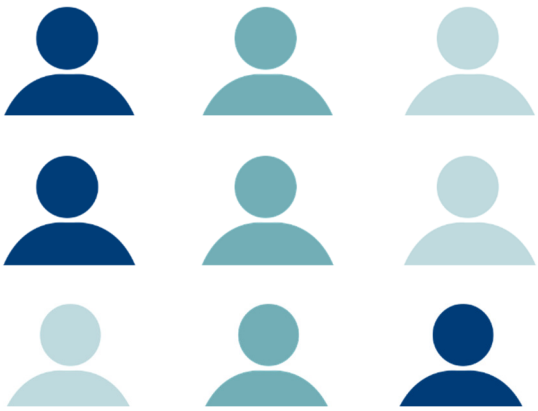
£17,186,294

Reserves utilised…

Net loss of £447,539 (paid from our Trust reserves)

Staff costs

81% of income



Non-staff costs

19% of income



Hollybank holds its first Celebration Day in three years!

For the first time since 2019, we were able to have the people we care for, their parents, carers and families and our staff all in one place to celebrate all we have achieved over the past few years and boy did we celebrate!



It was fantastic to be able to bring our whole Trust-wide Hollybank family together after being apart for so long. It was lovely for some of the adults to see friends from other homes. A great day was had by all as we celebrated staff and their achievements with our staff recognition awards and we even had one of the Deputy Lieutenants of West Yorkshire to present some of these.

We had some incredible entertainment provided by both external companies and individuals and by some of our wonderful internal staff too. The Makaton sing and sign sessions were a particular highlight and we saw lots of people joining in.

We celebrated in true Hollybank style, and we would deem our first Trust wide event since 2019, a roaring success. We also had a formal tree planting for the Queen's Platinum Jubilee, which is part of the Queen's Green Canopy.

We'd like to say a huge thank you to everyone who helped bring the day together as it was not a small task, we couldn't have done it without the collaboration of our brilliant staff teams.

Our school have achieved the silver Vision Friendly Mark

Over the past few months, our school staff have been working really hard towards achieving a special award that recognises the work they do towards supporting our students with visual impairments, which affect the majority of our students.



Their hard work has paid off and they were recently awarded the Silver Vision Friendly Mark, by Positive Eye.

This is a fantastic accreditation for our school to hold, and lots of standards had to be met to be awarded this mark.

Our school was presented with their certificate by Gwyn McCormack from Positive Eye, who runs the award scheme.

We held a presentation assembly where we invited school parents, carers, families and staff, and our local MP Mark Eastwood came to celebrate with us too. As a result of Mark's visit, our wonderful school got a mention in parliament during Prime Minister's Questions!

We'd like to say a huge thank you to Mark for raising awareness of the work our school does and for fighting for opportunities for children with special educational needs and disabilities (SEND).

Scarecrow festival

In October 2022, we held our annual scarecrow festival on our Mirfield site in our sensory garden, and the competition was tougher than ever! It was clear to see that so much creativity and hard work went into the scarecrows that our school classes, ELMs service, residential homes and departments made.

We invited Batley and Spen MP Kim Leadbeater to judge our creations and she selected her top four. The four scarecrows that took the top spots were, The Minions created by ELMs, Ursula created by Holly Court, Bill and Ben created by Willow Court and The Gruffalo created by Bradbury and Physio.

We'd like to say a huge thank you to everyone who made this year's scarecrow festival a success, it was so nice to see so many people in our grounds viewing all the scarecrows and visiting the pop-up farm too.





Christmas celebrations across the Trust

Christmas at Hollybank this year was bigger and better than ever, we produced a full Christmas plan of activities and events for everyone who lives and learns here to enjoy.

We commenced the festive season by attending Roberttown's Christmas tree festival and entering our own tree into the competition.

We organised our very own light-switch on where our CEO, Anna, switched on the lights on all the trees on our main site.

A sensory trail was created with a story and a checklist for our children, young people, and adults to follow for our enchanted forest, with lots of hard work from our Assistive Technology team. We also held our Christmas themed quarterly coffee morning, carols around the tree, Christmas movie afternoons, Christmas parties and lots more.

We'd like to say a huge thank you to everyone who helped make our biggest and best Christmas since the pandemic such a wonderful success.





Mirfield in Bloom

In Summer 2022, our school was approached by the Mirfield in Bloom team and asked if they'd like to enter the Yorkshire in Bloom competition.



The children and staff in our school and nursery classes did an amazing job at planting flowers and plants in our nursery garden on our Mirfield site, they got very creative and even planted flowers inside wellies.

The Mirfield in Bloom judges came to site regularly to check on our progress. We reused and recycled items for the garden and improved the area with more interactive activities to increase engagement for the children to enjoy.

We're very pleased to announce that our school won one of the silver Harrogate Flower Show Young People's Awards!

Liesl's sky dive



We're always so impressed by the bravery of the wonderful people who choose to fundraise for us by taking on physical challenges. In November 2022, our Early Years SENCO, Liesl, showcased extreme bravery when she completed a 15,000ft tandem charity skydive in support of our nursery and raised over £900!

We are so proud of your bravery Liesl, and we want to say a huge thank you for your incredible fundraising efforts!

The children we support have complex physical and medical needs which require us to use specialist equipment and resources to support their learning and development. Liesl wanted to raise funds to help us to continue providing the specialist equipment and resources we need, to support the children she cares for day to day.

Jubilee celebrations across the Trust

We love a themed celebration here at Hollybank, and we couldn't wait to celebrate the Queen's Platinum Jubilee. Our residential homes went all out with decorations and competitions including baking competitions.

You can't have royalty without a King and Queen and two of our residents took to these royal roles really well.

The homes competed to win 'best decorated home' with Sycamores winning first place, Holly Court coming second and Orchard Court Children's coming in third. We also had a scarecrow competition in which Holly Court took first place, Poplars took second place and Willow Court came third.

The Jubilee themed bake off saw some fabulous cake creations. Orchard Court Children's won best cake, Conkers came second, and Holly Court came third.

We'd like to say a huge thank you to everyone who entered each competition and for everyone's hard work to decorate the homes.









We are grateful for our community links and our corporate partnerships

Hollybank is not like a lot of other charities. Most of our income comes from Local Authorities and Integrated Care Boards (ICBs) to cover the cost of the education and care we provide. That doesn't mean that we don't need to fundraise though, and we work with a range of businesses, organisations and individuals to improve the quality of life for our children, young people, and adults.

The money we receive from our supporters is used in different ways. We have used some of these funds towards improving our on-site facilities such as our hydrotherapy and rebound centre, and provides our children, young people, and adults with tools and equipment specifically designed to give them more independence and make their lives a little easier. We have also used these funds to cover the costs of our Trust Celebration Day and Christmas activities. These events ensure the children, young people and adults have the opportunity to join large-scale Trust wide social activities where they have fun with their friends and families along with the staff teams they spend time with every day. We also take this opportunity to show our appreciation of #TeamHollybank and recognise the efforts and commitment of our incredible staff team.

Here at Hollybank, we have several very successful partnerships with local companies across Yorkshire and some national companies too. Working with local and national businesses and organisations really helps us spread the message about what we do far and wide and raises awareness about the important work we do with children, young people, and adults with profound disabilities.

Treka Bus

As well as establishing new partnerships, we also continue to work hard to maintain long-standing ones.

We have partnered with Treka Bus for several years and they provide a great deal of support to Hollybank Trust through their support with our assisted vehicles, our employee recognition scheme and they also financially support Little Pips, our support group for families with babies and toddlers with profound disabilities, which without their support, would not be able to run.

As major suppliers of adapted buses across the UK and experts in mobility matters, they understand Hollybank's mission to provide an enriching experience for the children, young people, and adults who use our services. They understand where we are going as a charity and are eager to do whatever they can to support us in getting there.

Every month, we present our 'Treka #BeSomeone Award' which was formerly the 'Carer of the Month Award', which has always been funded by Treka. This award recognises a member of staff for going above and beyond in their role, and for demonstrating our #BeSomeone behaviours. Thanks to Treka, we can present the chosen staff member with a £100 voucher to treat themselves with.

In early 2023, Treka decided they wanted to donate a sum of money to help us recognise even more colleagues who had gone above and beyond. This enabled us to hold a #BeSomeone staff recognition event in which we asked managers of each department to nominate someone who they believed had consistently demonstrated the #BeSomeone behaviours throughout 2022, so that we could celebrate lots

of staff members. Our #BeSomeone behaviours are: Be Confident, Be Curious, Be Happy, Be Kind.



The event was an opportunity to look at some of the great work our teams have contributed to, and for the Trust to say thank you.

The nominees, managers, our senior management team and Treka attended the #BeSomeone awards celebration event where all nominees received an award and a £100 voucher.

Congratulations to all the nominees and a huge thank you to Treka for their amazing and continued support, and for recognising the wonderful work our staff teams do day in, day out.

Morley Methodist Church – Charity of the Year



We are always thankful when other organisations choose to partner with us. Not only does it help raise awareness of what we do, it also raises much needed funds for our children, young people, and adults.

Adopting a Charity of the Year is an effective way for businesses, organisations, or local community groups to focus their approach to charitable giving and actively involve staff or members of their group, whilst helping a charity to achieve greater financial security and enhanced community support.

In January 2020, Morley Methodist Church selected us as their chosen Charity of the Year for 2020, 2021 and 2022.

They have raised funds for us through several fundraising events which included film evenings, organ recital concerts, and annual memorial services. As a result of their fundraising efforts, they raised a huge £2,465 for the Trust to enable us to keep providing wonderful experiences for the people we support. Thank you so much to Morley Methodist Church for their support over the last three years.

Gray Financial



In 2021, we established a new partnership with a local financial company based in Liversedge called Gray Financial. The team at Gray Financial approached us as they were looking to support a local charity and they decided they would like to put Hollybank Trust forward as their Charity of the Year.

We were extremely grateful to Gray Financial for choosing us, and we were excited to hear about the fundraising ideas they had in mind.

Gray Financial are part of a wider financial network called The Openwork Partnership who run a foundation that supports charities like Hollybank. As a nominated charity, we were able to apply for a grant and as a result, we were awarded £3,000, which we put towards activities and projects to benefit the lives of the children, young people, and adults we care for here at Hollybank.

In addition to choosing us as their Charity of the Year, helping us secure the Openwork Partnership grant and additional fundraising, Gray Financial also generously offered to part fund our 'Removing the Stigma of Disability' photography campaign, in which we collaborated with Leeds Arts University.

Andy Gray, Director of Gray Financial said: "It's been an absolute honour for Gray Financial to work alongside Hollybank. Raising the money for the Trust was an absolute honour and to see that it's been donated to such a worthy cause, and to such a great project, fills us with so much joy."

We are grateful Gray Financial reached out to us back in 2021, and we are so glad we were able to begin a partnership with them which has gone from strength to strength and has helped us to provide enjoyable and impactful activities and events which contribute to the full and happy atmosphere we try to create at Hollybank.

Corporate Social Responsibility (CSR) days

In March 2022, we were able to reach out to our corporate contacts to offer them Corporate Social Responsibility (CSR) days again, after having to abandon these due to COVID-19. Our CSR days are great for providing businesses and organisations with valuable benefits such as team building opportunities, and they also aim to raise awareness of disabilities within their workforce too.

Welcome Break



Our first group of corporate volunteers were from the Hartshead branch of Welcome Break. They visited us in June 2022 and were able to spend time in our nursery service, receive basic disability awareness training and they also helped out with preparing our nursery garden in time for our Mirfield in Bloom inspection.

HSBC

We've welcomed two groups of volunteers from HSBC to our Mirfield site. They received basic disability awareness training, took part in sessions within ELMs, school and nursery services and also helped with some general maintenance tasks in our grounds. They even entered a scarecrow into our annual scarecrow competition!



Local colleges and universities

We are passionate about helping young people gain experience to assist them in the workplace and so link with local colleges and universities such as Leeds and York University and Greenhead and Barnsley College. We provide work experience placements in areas such as nursing, therapy and primary education.

We have also built a partnership with Greenhead college in Huddersfield, and in 2022 we provided them with virtual workshops on different careers available within Hollybank such as nursing, therapy, special needs education and marketing, and how to break into these sectors of work.

We have strong links with the University of Leeds and the University of York. We collaborated with Leeds Arts University and asked some of their photography students to come and take photographs of some of the adults we support. We also did a piece of work on sustainability with the University of York, and facilitated an internship for one of their students who created a sustainability plan for Hollybank, which we are implementing across the Trust and will continue to build on.

Objectives and activities

Hollybank Trustees Limited, company number 5251731, is the corporate Trustee of Hollybank Trust. In line with the Charity's Trust Deed, the Trustee makes sure that Hollybank uses its Trust Fund and its income upon trust "for the benefit of children and adults with disabilities and with special care and/or educational needs" by the following:

- The relief of those in need by the provision of residential and/or daytime accommodation and related facilities; and
- The advancement of education by the provision of a special school and/or other education and personal development facilities at Hollybank, Mirfield, and/or other suitable premises.

Public benefit

The Trustee has complied with its duty in section 17 of the Charities Act 2011, to have due regard to the guidance published by the Charity Commission and has referred to the guidance on public benefit when reviewing the aims and objectives of the Trust, and in planning our future activities.
Hollybank charges fees for the services we deliver to Local Authorities and Integrated Care Boards (ICBs), as well as private purchasers. We offer to source advice on how to find independent support for those families who need it, to help them obtain funding from Local Authorities and ICBs for their family member, both for the school and for residential placements.

The aims of the Trust are clearly intended to benefit babies, children, young people, and adults who have profound disabilities and critical medical conditions only. We are very conscious of our duty to deliver services, not only to those people who are educated and who live at Hollybank, but also to children, young people, and adults in the wider community who fit the criteria identified in the Trust's charitable aims.

Charity number
1043129

Registered office
Far Common Road
Mirfield
West Yorkshire
WF14 0DQ

Auditor
Saffery Champness
Mitre House, North Park Road
Harrogate, HG1 5RX

Banker
Lloyds Bank plc
1 Westgate
Huddersfield

Trustee
Hollybank Trustees Limited

HD1 2DN

Solicitor
Lupton Fawcett LLP
Yorkshire House
East Parade
Leeds
LS1 5BD

Insurance broker and advisor
PIB Insurance Brokers
Poppleton Grange
Low Poppleton Lane
York
YO26 6GZ

Our Trustee Directors (Directors of Hollybank Trustees Ltd)

Name		Committee membership
Clare Morrow	Chair of Trustee Directors	Chair of Nominations/ Employment
Jan Thornton	Vice Chair of Trustee Directors	Chair of Governors/Quality
Jenny Allen	(Resigned 27 March 2023)	Chair of Employment/ Nominations
Colin Blair		Resources
Sara Buchan		Chair of Employment
Ruth Cherry		Resources
David Clugston		Resources
David Flynn	(Resigned 30 May 2022)	Quality
Michael Holt		Chair of Resources
Merran McRae		Chair of Quality
Christopher Sharp		Quality/Nominations
John Sykes	(Resigned 12 September 2022)	Resources/Nominations
Jane Raca	(Appointed 12 September 2022)	Quality
David Whitehead		Employment

Our Executive Team

Position		Name
Chief Executive		Anna O'Mahony
Executive Director of People, Communications & Children's Services		Annabel Lane
Interim Director of Operations	(Appointed 17 April 2023)	Sean McKibben
Executive Director of Operations	(Resigned 30 June 2022)	Linda Christmas
Executive Director of Finance, IT & Estates		Louise Shute

Our Senior Management Team

Position		Name
Head of Finance		Asif Chhibda
Head of Communications		James Hook
Head of Children's Services & Enrichment		Ailsa Moore
Head of Therapy & Enrichment	(Resigned 23 November 2022)	Kevan Rushby
Head of IT		Ben Smith
Head of Adult Residential Services		Sharon Tinsley
Head of People		Helen Toop
Head of Estates		Daniel Whiteley
Head of Quality	(Appointed 19 September 2022)	Helen Whittaker
Head of Quality	(Resigned 24 April 2022)	Wendy Porter

How we are governed

The Trust is administered by Hollybank Trustees Limited. Our Trustee Directors have a broad cross section of business, financial, legal, medical, educational, employment, marketing and communication backgrounds. Three of our Trustee Directors are parents of adults who live within Hollybank Trust.

The Trust is governed by a Declaration of Trust, dated 29 December 1994, and amended on 18 November 2002; 24 November 2004 and 20 July 2017. Our governing document is our Memorandum and Articles of Association. The latter was reviewed in 2017 and the changes approved by the Charity Commission in June 2017.

We have a comprehensive induction process for all our Trustee Directors, which includes a code of conduct, job descriptions and duties for both Trustee Directors and office holders, laid down together with the essentials of Board responsibilities in a Board Code of Conduct. New Trustee Directors spend time with the Chair, Chief Executive, and relevant members of the Executive Board. They have access to all relevant documents pertaining to the effective running of the Trust.

We review the roles and responsibilities of the Trustee Directors and school governors annually, as well as considering the structure of our committees and their remit. As part of this review, the skills of both Trustee Directors and school governors are discussed to ensure that they are matched to appropriate committees. This also helps us to identify skills which need to be considered in future recruitment processes.

The Trustee Directors regularly review their own strengths, weaknesses, and effectiveness in relation to the objects of the Trust and our current strategy. Our Board of Trustee Directors meets formally, at least four times a year. They have overall responsibility for determining the Trust's mission and vision, overseeing our strategic direction and monitoring performance. Both safeguarding and health and safety are standing items at each meeting. All committee Terms of Reference are reviewed annually.

Trust committees

Resources
Delegated responsibility for accountability framework and all financial control systems, health and safety, risk analysis and risk management, IT, data protection and fundraising. It ensures we comply with all legal requirements relevant to finance and good practice and makes sure any Trust property is kept in a good state of repair and is adequately insured. It ensures that there is a planned maintenance schedule produced annually for the care and upkeep of all the Trust's properties.

Employment
Delegated responsibility for ensuring that the Trust complies with current legislation and good practice regarding employment issues.

Quality
Delegated responsibility for ensuring the Trust complies with all aspects of the law, relevant standards and good practice in relation to residential and respite services, safeguarding, incident management, therapy, nursing, enrichment and social and emotional support across the Trust.

Nominations
Delegated responsibility for leading the recruitment process for the Chair, Trustee Directors and the Chief Executive. Also acts as a remuneration committee for the executive team members of the Trust.

School governance

Our School Governing Body has delegated responsibility for the running of the school. The Governors consists of at least one Trustee Director, as well as five school governors. They work within detailed articles and instruments of governance. For the period 1 April 2022 – 31 March 2023, governor meetings were conducted face to face and via teams.

Our school is formally registered and recognised as a non-maintained special school. The school was rated Outstanding by Ofsted in 2018 and previously in 2014. Our two separate children's homes, Orchard Court and Brambles, provides accommodation for some of the school children, the remaining children are day students, who may access respite provision in the children's homes. Orchard Court was inspected in June 2023 by Ofsted and was rated as Good. Brambles only opened in April 2023 and is yet to be inspected.

The skills represented on the Governing Body are education, health, business, social care, Local Authority representatives and the voluntary sector. We have two parent governors and a teacher governor to represent the school staff. Six link governors are appointed to monitor the quality of each area of the Ofsted framework: Leadership and Management, Quality of Teaching and Learning, Pupil Outcomes, Personal Development and Wellbeing, Behaviour & Safety and Early Years. The link governors report to the Governing Body quarterly and a summary of their findings is taken to the Quality Committee as appropriate by the Chair of Governors, who is also a Trustee Director.

Risk management

The trustees and executive management of the Trust believe that sound risk management is integral to both good management and good governance practice. Risk management forms an integral part of the Trust's decision making and is incorporated within strategic and operational planning. Risk assessment is conducted on all new activities and projects to ensure they are in line with the Trust's objectives and mission. Any risks or opportunities arising are identified, analysed, and reported at an appropriate level.

A risk register covering economic, governance, strategic and reputational, operational, compliance and financial risks is maintained by the executive and senior management team and updated at least four times a year and more frequently where risks are known to be volatile. A risk report is made to the trustee board each quarter detailing the high concern risks, rising risks, reducing risks, new risks and emerging risks.

The Trust operates comprehensive risk management processes through its various committees. It is a standing agenda item on the weekly meetings of the executive team; monthly meetings of the joint executive and senior management teams; quarterly meetings of the resources committee; and quarterly meetings of the trustee board.

The main elements of the Trust's systems of internal financial control include the following:

- Clearly defined management responsibilities and levels of authority, with formal policies for the approval and control of expenditure.
- Detailed financial control policies and procedures approved by the resources committee.
- Regular review of performance and monthly financial reports, comparing actual results with forecasts and changes in expected outcomes including key performance indicators (KPIs).
- Comprehensive short- and medium-term planning process supported by detailed income, expenditure and cash flow projections.
- An external annual review of financial controls and processes is carried out, which includes a more in-depth look at the financial procedures relating to a specific area of the Trust. A report from this annual review, including recommendations about improvements, is made to the resources committee, which

considers the outcomes as part of the process of satisfying the adequacy of the systems of internal financial controls.

The trustees regularly review the risk management system to manage the key risks to which the Trust is exposed and consequently mitigate any major risks.

Key risks facing the Trust are: the management of serious incidents, safeguarding matters, regulatory compliance, health and safety, COVID-19 and other infectious diseases, public sector funding and its impact on the number of people referred to Hollybank, reduction in occupancy levels of the residential homes, impact of the national living wage (NLW) and pension increases, inflationary pressures and significant rise in cost of living (in particular utilities), the replacement of legacy IT systems, maintaining the ageing estate, recruitment and retention of staff, workforce planning and capacity.

The Trust's policies for regulatory compliance, health and safety, incident reporting and safeguarding mitigate against the risks faced in this area. Strong budgetary control helps mitigate the financial risks the Trust faces, but it is widely known the challenges our sector is facing with regards to attracting and retaining staff, high agency costs, managing staff absence due to COVID-19 isolation, NLW increases and the impact on other rates of pay, significant increase in utility and insurance costs as well as high inflation; whilst having to fight for appropriate funding to cover these costs. We have an Admissions Panel which reviews referrals for our services to reduce the length of time we may have a vacant placement. We also promote staff wellbeing and relaunched our wellbeing programme to support staff have a great day at work and to assist where we can with lifestyle pressures and/or health conditions.

The Trust also expects to meet minimum standards required by legislation and best practice in operational areas covering the following: IT and data protection; HR; Health and safety; Infection control; Governance; Quality; Financial accounting and reporting, etc.

Regulatory bodies the Trust has to report to and comply with are the Charities Commission, Care Quality Commission (CQC), Ofsted, Health & Safety Executive (HSE), HMRC and Information Commissioners Office (ICO). Hollybank also has statutory reporting duties including reporting to the local safeguarding teams. Anything reported to these regulatory and/or statutory bodies are notified to trustees through the committee and board meetings.

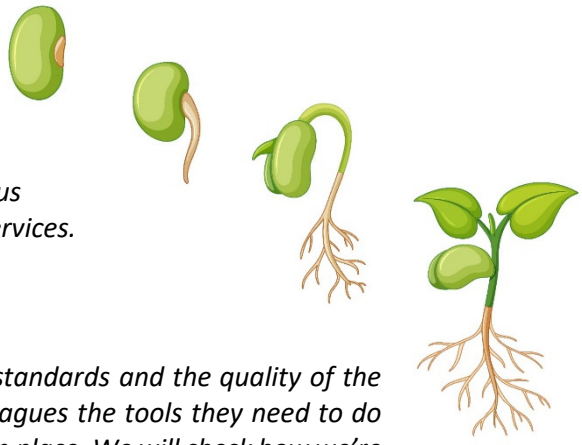
The risk of falling short of these standards is mitigated as far as possible by ensuring that appropriate policies and working practices are adopted in each of these key areas and that staff are adequately experienced and trained to manage this. Where necessary, external advice is sought to supplement internal expertise.

CQC and Ofsted inspection visits:

Service	Inspection date	Inspection body	Rating
Brambles	N/A	Ofsted	**Opened Apr 2023 – not yet inspected**
Orchard Court (Children)	Jun 2023	Ofsted	**Good**
Rowan Court	Jun 2023	CQC	**Requires Improvement**
Willow Court	Sep 2021	CQC	**Requires Improvement**
Poplars	Feb 2020	CQC	**Good**
Oak House	May 2019	CQC	**Good**
Beeches	May 2019	CQC	**Good**
Conkers	Dec 2018	CQC	**Good**
Hollybank School	Oct 2018	Ofsted	**Outstanding**
Holly Court	Apr 2018	CQC	**Good**
Sycamores	Apr 2018	CQC	**Good**

Our 2021-2024 business strategy outlines our four key priorities:

Priority 1: engagement



We include everyone. It's important that we get better at involving the children, young people, and adults, their families and other stakeholders and our colleagues in what we do. We want to hear what people think and make sure their views are represented in everything we do. That's key to us developing a positive culture that will help us provide better services.

Priority 2: governance and compliance

We want to be the best. To be the best we need to drive up standards and the quality of the care and education we deliver. We will do this by giving colleagues the tools they need to do their job well, and by having the right policies and procedures in place. We will check how we're doing through regular, robust audits and feedback received.

Priority 3: learning and development

Every day is a school day. We want to make it easier for our colleagues to embrace learning so they can do a great job every day for the children, young people, and adults they work with. Not everyone learns the same way, so we'll combine face-to-face training with e-learning. We'll get better at helping people see what their future looks like too with clearly defined career pathways.

Priority 4: growth

Demand for our services is growing – that's great news! We need to make sure that we can accommodate this increased need for our services. We will look for ways to develop our children's services, the way we support people as they transition from school to residential care and the availability of our adult residential provision.



QUALITY
We want to deliver a first-class service, every time, that's why we have high expectations of ourselves, and others



SUSTAINABILITY
We want to be around for years to come, so everything we do is in the long-term interests of Hollybank



CULTURE & REPUTATION
We care about what people think of us – not just our colleagues, but also families, supporters and the wider community too

The principal source of income comes from fees and charges, mainly from Public Bodies, for the educational, medical/therapeutic and residential services provided by the Trust. The Trust also receives certain direct grant funding from the Education Funding Agency, the Department of Education and Skills, legacies, donations from events and fundraising activities as well as major fundraising appeals for specific projects.

The total incoming resources of the Trust for the year were £16,739k *(2022: £15,924k),* demonstrating a 5.1% increase of £815k. Included within this are incoming resources from charitable activities which have increased by 6.8% to £16,556k *(2022: £15,496k)*, the main reasons being:

- Residential services income has increased by £629k to £14,833k *(2022: £14,204k)* due to annual fee uplifts, offset by lower occupancy levels.
- School income has increased by £292k to £1,504k *(2022: £1,212k)* due to an increase in student numbers and grants received.
- Enrichment income has increased by £139k to £219k *(2022: £80k)* due to higher occupancy levels and an increase in fees. Enrichment services re-opened to external users in August 2021 after COVID-19 restrictions.

Although income increased, the annual fee uplifts received from commissioners were not sufficient to cover the increased costs we experienced from the NLW rise, energy costs, inflation and temporary workforce spend. This is despite a significant effort from the Executive team to secure as much income as possible in year to address the funding deficit which is in excess of £1m per annum.

Income from legacies and donations has increased by £10k to £55k *(2022: £45k)* and investment income has decreased by £3k to £22k *(2022: £25k)*. Other income has decreased by £251k to £106k *(2022: £357k)* due to COVID-19 related grants amounting to £333k received in 2022, offset by increased café income in 2023 of £47k and other income of £35k.

The cost of raising donations and legacy income was £9k *(2022: £9k*). There have been no fundraising events in the year.

The cost of charitable activities for the year was £17,145k *(2022: £15,784k),* an increase of £1,361k. The movement in costs is mostly made up of an increase in:

- Staff costs (including support services) of £826k due to the 6.6% increase in the National Living Wage (NLW) in April 2022 and associated oncosts, and costs to maintain relevant differentials across the different pay grades; and higher use of agency staffing to cover staff absences and vacant frontline posts, which continues to be a challenge for the sector.
- Direct costs and other support costs (excluding staff costs) of £495k largely due to an increase in residents' equipment being replaced, premises costs (jobs were delayed in 2022 due to COVID-19 restrictions), motor costs (the fleet was not utilised as much in 2022 due to residents having to shield), utilities costs (electric prices have increased 435%), IT infrastructure costs (ready to support a new digital care system), and a high inflationary increase across all areas of spend.
- Depreciation and other costs of £40k.

Governance costs of £33k *(2022: £19k)* have not been allocated against charitable activities as management do not consider these costs to represent a day to day operating cost of the Trust. As such, they have been recognised as a separately identifiable expense in the Statement of Financial Activities.

Net loss for the financial year is £448k *(2022: £112k surplus)*, demonstrating a decrease of £560k. The balance sheet shows that at 31 March 2023, the total funds of the Trust were £22,985k *(2022: £23,435k)*.

Fundraising activities

Our fundraising activities undergo financial audits carried out by external inspectors to ensure donations are recorded in the correct way. The Trust is a member of the Fundraising Regulator and was previously a member of the Fundraising Standards Board. There have been no formal complaints received. The Trust does not use telephone fundraising, cold calling or door to door fundraising as methods of raising income. The Trust does not use external consultancy or commission-based fundraisers.

Investments

The Trustee Directors have responsibility for Trust investments, to act in accordance with the Trustees Act 2000, and the Trust's own investment policy. They regularly consider the appropriateness of Trust investments and it is the current policy of the Trustee Directors to hold endowed funds in a suitable investment fund to produce an appropriate mix of income and capital growth.

The endowed funds are invested in COIF Charities Investment Fund – Income Units, managed by CCLA Investment Managers Ltd. The value of investments at 31 March 2023 was £44k *(2022: £46k)* and the Trust received dividends of £1k *(2022: £2k)* in the year. The Trustee Directors consider that the investments met the set performance objectives.

School fees are charged and payable each school term meaning the Trust has periods in the year when it has surplus funds. These periods are relatively short term (two to three months), and these surplus funds are offset against bank loans before the application of any interest charges.

Reserves policy

At 31 March 2023, the Trust had free reserves of £1,351k *(2022: £2,185k)*. Free reserves are the unrestricted funds of the Trust, less the value of tangible fixed assets bought out of unrestricted funds, adjusted for any attributable long term financing.

The Trust utilises reserves to finance significant investment in land, buildings, fixtures, fittings, vehicles and equipment in order to maintain and further develop the service level it provides. This development has continued during the year with investment in the year of £894k *(2022: £253k)* in tangible fixed assets, spent mainly on replacing all external windows and doors of two residential homes, upgrading our site security systems, and residential home improvements; which was met from free reserves, voluntary income and loans.

Levels of income and expenditure are not usually subject to material fluctuations in the short term and can be forecast with a reasonable degree of certainty. Business interruption insurance (24 months' loss of income) is also in place. The Trustee Directors regularly review the reserve levels. The current policy to ensure adequate reserves is based on a risk-based approach. Trading risk, other operational risks and significant likely investments are estimated considering existing commitments and planned future activities. Free reserves at 31 March 2023 substantially exceed the estimated net risk.

Plans for future periods

The financial sustainability of the organisation continues to be a significant focus of the executive and senior management team. Having navigated through the pandemic, we continue to face funding pressures, with inflationary increases not being sufficient to cover the increased costs we are incurring. The Chief Executive Officer and Executive Director of Finance, IT & Estates are working hard with all our commissioners to ensure fees are correctly aligned and have made good progress to date, reducing some of the funding deficit. We

continue to be as efficient as possible with all our resources and look at partnership options to share costs. This is all part of the plan to ensure future sustainability and to replenish our reserves which had to be used in 2022/23.

Recruitment and retention have been an issue over the last few years, but we are pleased to see that this is now improving, with vacant posts being back at pre-pandemic levels, and we are also delighted to see a number of staff leavers return to Hollybank. We are still incurring agency costs, but this has been steadily reducing over the last few months.

We are keeping a tight control of overheads and capital spend. We have energy contracts already in place until October 2024 to protect against the sharp increases we have seen over the last two years.

We have a sufficient level of cash reserves and a small amount of debt, which will be fully repaid by 2025.

We continue to experience a growing demand for children's residential placements and short breaks. At the same time, we are experiencing a higher number of vacant adult beds across the Trust. In April 2023, we therefore made the difficult decision to close one of our adult residential homes, Orchard Court Adults, and supported these adults to move to one of our other homes. We deregistered this home with CQC and registered it with Ofsted as a new children's home called Brambles. We are now able to respond to the growing demand for children's short breaks and have already had a number of new children join us as residents of our children's homes. As a result of this, we have also increased the registered number of places for students in school from 40 to 45.

A major project in 2023 will be the launch of a digital care system, removing the requirement of keeping paper-based records. We are extremely excited about this project and all the benefits it will bring. We have worked hard to secure grant funding to support this work which has been achieved by working closely with all our host commissioners and local Care Associations across the Yorkshire region. We have spent a large amount of money on our IT infrastructure to get us ready for this, as it is the next huge step in our digital transformation.

Signed on behalf of the Trustee:

Clare Morrow

C Morrow
Chair of Hollybank Trustees Limited

21 September 2023

The Trustee Directors are responsible for preparing the Trustee's report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period.

In preparing these financial statements, the Trustee Directors are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP (FRS102)
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The Trustee Directors are responsible for keeping proper 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 Charities Act 2011, and applicable accounting regulations. 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.

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

Hollybank Trust

Independent auditor's report and accounts 2022 / 2023



Opinion

We have audited the financial statements of Hollybank Trust for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet and cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2023 and of its incoming resources and application of resources for the year then ended.
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 Auditors' 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's 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 twelve months from when the financial statements are authorised for issue.

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

Other information

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

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

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 Trustee's annual report is inconsistent in any material respect with the financial statements; or
- the charity has not kept sufficient accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustee

As explained more fully in the Trustee's Responsibilities Statement set out on page 25, the Trustee is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustee determines 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 Trustee is 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 Trustee either intends to liquidate the charity or to cease operations, or has no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditors under the Charities Act 2011 and report in accordance with regulations made under that 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 auditors' 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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charity's financial statements to material misstatement and how fraud might occur, including through discussions with the Trustee Directors, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charity by discussions with Trustee Directors and updating our understanding of the sector in which the charity operates.

Laws and regulations of direct significance in the context of the charity include the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008, the Care Quality Commission, Ofsted and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charity's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charity's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: 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 Trustee, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the Trustee those matters we are required to state to it 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 and the Trustee as a body, for our audit work, for this report, or for the opinions we have formed.

Saffery Champness

Saffery Champness, Mitre House, North Park Road, Harrogate, HG1 5RX

Chartered Accountants and Statutory Auditors

Date: 11 December 2023

Saffery Champness is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Statement of financial activities

for the year ended 31 March 2023

	Note	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Endowment Fund 2023 £	Total Funds 2023 £	Total Funds 2022 £
Income and endowments from:						
Donations and legacies	2	**25,437**	**29,192**	**-**	**54,629**	45,361
Charitable activities	2	**16,556,061**	**-**	**-**	**16,556,061**	15,496,037
Investments	2	**20,726**	**-**	**1,288**	**22,014**	25,412
Other	2	**106,051**	**-**	**-**	**106,051**	357,117
Total income	2	**16,708,275**	**29,192**	**1,288**	**16,738,755**	15,923,927
Expenditure on:						
Raising funds	3	**7,846**	**-**	**1,288**	**9,134**	8,752
Charitable activities	4	**17,130,173**	**14,400**	**-**	**17,144,573**	15,783,999
Other	6	**32,587**	**-**	**-**	**32,587**	18,961
Total expenditure		**17,170,606**	**14,400**	**1,288**	**17,186,294**	15,811,712
Net (expenditure)/income		**(462,331)**	**14,792**	**-**	**(447,539)**	112,215
Other recognised gains/(losses):						
Transfers between funds	15	**29,192**	**(29,192)**	**-**	**-**	-
Gain/(loss) on revaluation of investment	10	**-**	**-**	**(1,743)**	**(1,743)**	3,659
Net movement in funds		**(433,139)**	**(14,400)**	**(1,743)**	**(449,282)**	115,874
Reconciliation of funds						
Fund balances brought forward at 1 April 2022	15	**22,757,799**	**630,820**	**46,049**	**23,434,668**	23,318,794
Fund balances carried forward at 31 March 2023	15	**22,324,660**	**616,420**	**44,306**	**22,985,386**	23,434,668

The above results derive from continuing activities.

The notes on pages 34 to 48 form part of these financial statements.

at 31 March 2023

	Note		2023		2022
		£	£	£	£
Fixed assets					
Tangible fixed assets	*9*		**21,900,663**		21,668,939
Investments	*10*		**44,306**		46,049
			21,944,969		21,714,988
Current assets					
Debtors	*11*	**1,787,660**		1,671,369	
Cash at bank and in hand		**1,959,898**		2,698,652	
		3,747,558		4,370,021	
Liabilities: amounts falling due within one year	*12*	**(2,552,027)**		(2,340,175)	
Net current assets			**1,195,531**		2,029,846
Total assets less current liabilities			**23,140,500**		23,744,834
Liabilities: amounts falling due after more than one year	*13*		**(155,114)**		(310,166)
Net assets			**22,985,386**		23,434,668
Funds					
Unrestricted funds	*15*		**22,324,660**		22,757,799
Restricted funds	*15*		**616,420**		630,820
Endowment fund	*15*		**44,306**		46,049
Total charity funds			**22,985,386**		23,434,668

Approved by the Trustee Board on 21 September 2023 and signed on its behalf by:

Claire Morrow

C Morrow

Chair of Hollybank Trustees Limited

The notes on pages 34 to 48 form part of these financial statements.

for the year ended 31 March 2023

	Note	2023 £	2022 £
Net cash generated by / (used in) operating activities	*1*	**306,198**	(10,613)
Cash flows from investing activities			
Purchase of tangible fixed assets		**(894,271)**	(253,374)
Disposal of tangible fixed assets		**4,371**	18,957
Net cash used by investing activities		**(889,900)**	(234,417)
Cash flows from financing activities			
Repayment of borrowing		**(155,052)**	(216,628)
Net cash used in financing activities		**(155,052)**	(216,628)
Change in cash and cash equivalents in the period		**(738,754)**	(461,658)
Cash and cash equivalents at the beginning of the period		**2,698,652**	3,160,310
Cash and cash equivalents at the end of the period		**1,959,898**	2,698,652

The notes on pages 34 to 48 form part of these financial statements.

1 Reconciliation of net cash used in operating activities

	2023 £	2022 £
Net (outgoing) / incoming resources	**(447,539)**	112,215
Depreciation	**658,176**	636,192
Increase in debtors	**(116,291)**	(244,220)
Decrease / (increase) in creditors	**211,852**	(514,800)
Cash flow from operating activities	**306,198**	(10,613)

2 Analysis of changes in net debt

	At 1 April 2022 £	Cash flows £	Other non-cash changes £	At 31 March 2023 £
Cash	2,698,652	(738,153)	-	1,960,499
Loans falling due within one year	(163,172)	-	8,120	(155,052)
Loans falling due after more than one year	(310,166)	155,052	-	(155,114)
Finance lease obligations	(235,759)	(52,650)	-	(288,409)
	1,989,555	(635,751)	8,120	1,361,924

Other notes…

Notes

(forming part of the financial statements)

1 Accounting policies

Hollybank Trust (the "Trust") is an unincorporated charity.

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at historic cost modified by the adoption of measuring investment assets and freehold property on a revaluation basis. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (the "Charity SORP") preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

Going concern

The financial statements have been prepared on a going concern basis as the Trustee Directors believe that no material uncertainties exist. The Trust's business activities together with the factors likely to affect its future performance and development are detailed in the annual report. It is the view of the Trustee Directors that the Trust is well placed to manage its business risks successfully. This is evidenced in the financial statements, cash flow and liquidity position as stated in this annual report. In addition, the Trust has robust policies and procedures for managing its reserves and its financial risk management objectives. The Trustee Directors have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future and they therefore continue to adopt the going concern basis of accounting in preparing the annual financial statements.

The key risks facing the Trust are discussed in the annual report on page 20. Other areas of uncertainty are the levels of investment return and key judgements around property valuation and provisions.

Incoming resources

Income from grants and fees are matched to the periods for which the services are provided and any such income, not expended by the end of the financial year, is carried forward as deferred income.

All donations and grants towards asset purchases, income from fundraising events, and investment income are treated as income in the year receivable. Legacy income is included either when received or, if before receipt, there is reasonable certainty that the legacy will be received and that the value receivable can be measured with sufficient reliability.

Notes *(continued)*

1 Accounting policies *(continued)*

Fixed assets and depreciation
Depreciation is provided by the Trust to write off the cost less the estimated residual value of tangible fixed assets by equal instalments over their estimated useful economic lives as follows:

Freehold land	-	nil
Freehold buildings	-	2% per annum
Equipment, fixtures and fittings	-	20% - 33% per annum
Motor vehicles	-	12.5% - 25% per annum

A policy of revaluation exists for freehold land and buildings. Valuations are performed by external valuation specialists on a rolling 5-year basis.

A surplus on book value is transferred to unrestricted funds. A deficit is recognised when the book value exceeds its valued amount. Such losses are recognised in the Statement of Financial Activities unless it arises on a previously revalued asset. A deficit on a revalued asset is recognised from any aggregate surplus relating to that asset. Where there is no such surplus or if the carrying value may not be recoverable, and the deficit or impairment is deemed permanent, it is charged to the Statement of Financial Activities.

Land and buildings in the course of construction or conversion are not depreciated until brought into use.

Plant, equipment, furnishings, fixtures, fittings and other tangible fixed assets, with a value of less than £5,000, are written off as consumables in the year of purchase.

Tangible fixed assets are subject to review on a regular basis to ensure that there has been no impairment and that the value included in assets is fair and reasonable.

Leases
Assets acquired under finance leases or hire purchase agreements are capitalised and the outstanding future obligations are shown in creditors. Operating lease rentals are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Resources expended
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a staff time basis. No amounts have been included in the financial statements for services donated by volunteers.

Notes *(continued)*

1 Accounting policies *(continued)*

VAT
The Trust's activities are classified as exempt or non-business activities for the purposes of VAT and therefore any VAT charged on purchases is a cost to the Trust and is included in the relevant costs heading in the Statement of Financial Activities.

Investments
Investments are stated at market value at the balance sheet date. Changes made to the balance sheet market values are reflected in the Statement of Financial Activities together with realised profits and losses on sales of investments during the year.

Fund structure
The Trust's funds are held in the following separate funds:

a) Unrestricted fund
This fund represents the unrestricted funds that the Trustee is free to use in accordance with the charitable objects of the Trust.

b) Restricted funds
These funds represent donations, grants and fundraising income from events and appeals for a specific purpose. The income is spent on providing land and buildings, equipment, facilities and social activities for the benefit of our children, young people, and adults. Further details can be found in note 15(b).

c) Permanent endowment fund
This is a permanent endowment fund, the income of which is restricted to the provision of additional benefits for our school students.

Tax
The Trust is considered to pass the tests set out in paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable trust for UK income tax purposes. Accordingly, the Trust is potentially exempt from taxation in respect of income or capital gains within categories covered by Part 10 of the Income Tax Act 2007 or section 256 of The Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied to charitable purposes.

1 Accounting policies *(continued)*

Basic financial instruments:

Trade and other debtors / creditors
Trade and other debtors are recognised initially at transaction price less attributable transaction costs. Trade and other creditors are recognised initially at transaction price plus attributable transaction costs. Subsequent to initial recognition, they are measured at amortised cost using the effective interest method, less any impairment losses in the case of trade debtors. If the arrangement constitutes a financing transaction, for example if payment is deferred beyond normal business terms, then it is measured at the present value of future payments discounted at a market rate of instrument for a similar debt instrument.

Interest-bearing borrowings classified as basic financial instruments
Interest-bearing borrowings are recognised initially at the present value of future payments discounted at a market rate of interest. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method, less any impairment losses.

Cash and cash equivalents
Cash and cash equivalents comprise cash balances and call deposits.

Other financial instruments:

Financial instruments not considered to be basic financial instruments
Other financial instruments not meeting the definition of Basic Financial Instruments are recognised initially at fair value. Subsequent to initial recognition, other financial instruments are measured at fair value with changes recognised in the Statement of Financial Activities.

Notes *(continued)*

2 Income and endowments

		Unrestricted £	Restricted £	Endowment £	2023 £	2022 £
Donations and legacy income:	Donations	**25,437**	**29,192**	**-**	**54,629**	45,361
Total income from donations and legacies		**25,437**	**29,192**	**-**	**54,629**	45,361
Investment income	Dividends	**-**	**-**	**1,288**	**1,288**	1,695
	Interest received	**20,726**	**-**	**-**	**20,726**	23,717
Total investment income		**20,726**	**-**	**1,288**	**22,014**	25,412
Charitable activities	Residential services	**14,832,702**	**-**	**-**	**14,832,702**	14,203,752
	School	**1,504,072**	**-**	**-**	**1,504,072**	1,211,898
	Enrichment services	**219,287**	**-**	**-**	**219,287**	80,387
Income from charitable activities		**16,556,061**	**-**	**-**	**16,556,061**	15,496,037
Other income		**106,051**	**-**	**-**	**106,051**	357,117
Total other incoming resources		**106,051**	**-**	**-**	**106,051**	357,117
Total incoming resources		**16,708,275**	**29,192**	**1,288**	**16,738,755**	15,923,927

The 2022 figures included £25,679 restricted donations and legacies and £1,695 endowment income.

Notes *(continued)*

3 Cost of donations and legacy income

	Unrestricted	Endowment	2023	2022
	£	£	£	£
Staff costs	**5,226**	**-**	**5,226**	4,807
Office and premises costs	**3,816**	**-**	**3,816**	3,919
Motor and travel expenses	**52**	**-**	**52**	26
Fundraising events	**(1,248)**	**1,288**	**40**	-
	7,846	**1,288**	**9,134**	8,752

The 2022 figures include £1,695 of fundraising costs allocated to the endowment fund.

4 Cost of charitable activities

	Unrestricted	Restricted	2023	2022
	£	£	£	£
Residential services:				
Staff costs	**10,921,423**	**-**	**10,921,423**	10,356,882
Depreciation	**276,179**	**504**	**276,683**	272,472
Other direct costs	**1,419,832**	**-**	**1,419,832**	1,134,492
Support costs (note 5)	**2,246,633**	**-**	**2,246,633**	2,071,533
School:				
Staff costs	**947,409**	**-**	**947,409**	822,293
Depreciation	**5,689**	**-**	**5,689**	5,515
Other direct costs	**108,727**	**-**	**108,727**	92,582
Support costs (note 5)	**402,065**	**-**	**402,065**	361,703
Enrichment services:				
Staff costs	**411,089**	**-**	**411,089**	320,491
Depreciation	**86,659**	**13,896**	**100,555**	99,509
Other direct services	**77,421**	**-**	**77,421**	52,723
Support costs (note 5)	**259,789**	**-**	**259,789**	244,654
Other costs of charitable activities	**(32,742)**	**-**	**(32,742)**	(50,850)
	17,130,173	**14,400**	**17,144,573**	15,783,999

The 2022 figures include £14,448 of depreciation allocated to the restricted fund.

Notes *(continued)*

5 Allocation of central support costs

	Residential services	School	Enrichment services	2023	2022
	£	£	£	£	£
Governance:					
Staff costs	**447,810**	**35,469**	**31,923**	**515,202**	456,676
Other costs	**19,272**	**1,116**	**1,376**	**21,764**	2,413
Finance and payroll:					
Staff costs	**210,061**	**11,147**	**15,005**	**236,213**	248,133
Other costs	**34,066**	**1,806**	**2,434**	**38,306**	35,899
People and culture:					
Staff costs	**223,167**	**41,922**	**49,321**	**314,410**	289,276
Other costs	**153,042**	**28,750**	**33,823**	**215,615**	250,495
Information technology:					
Staff costs	**113,364**	**54,237**	**9,039**	**176,640**	193,640
Other costs	**139,567**	**66,777**	**11,130**	**217,474**	121,216
Premises and amenities:					
Staff costs	**353,022**	**62,652**	**41,189**	**456,863**	466,309
Other costs	**340,572**	**60,443**	**39,736**	**440,751**	355,137
Depreciation	**212,690**	**37,746**	**24,813**	**275,249**	258,696
	2,246,633	**402,065**	**259,789**	**2,908,487**	2,677,890

6 Other costs

	2023	2022
	£	£
Audit and professional costs (see below)	**32,587**	18,961
	32,587	18,961

Fees payable to the auditors for services to the Trust (included in the above costs):

	2023	2022
	£	£
Audit	**20,280**	17,940
Legal & professional fees	**12,307**	1,021

6 Other costs *(continued)*

Governance costs of £32,587 *(2022: £18,961)* have not been allocated against charitable activities as management do not consider these costs to represent a day to day operating cost of the Trust. As such, they have been recognised as a separately identifiable expense in the Statement of Financial Activities.

7 Staff costs

	2023	2022
	£	£
Wages and salaries	**10,632,907**	10,215,926
Social security costs	**859,667**	850,023
Pension costs (see below)	**354,983**	304,934
Agency and supply labour cost	**2,136,918**	1,787,624
	13,984,475	13,158,507

Pension costs

	2023	2022
	£	£
Defined contribution schemes	**287,456**	253,223
Defined benefit scheme (Teachers)	**67,527**	51,711
	354,983	304,934

The average number of employees (excluding agency and supply labour) during the year was as follows (full time equivalents):

		2023	2022
		No.	No.
Direct services	Residential services	**332.8**	338.8
	School	**35.6**	31.1
	Enrichment services	**19.5**	16.5
Support	Governance	**5.8**	5.8
	Finance and payroll	**7.9**	8.0
	People and culture	**9.9**	9.4
	Information and technology	**5.3**	5.5
	Premises and amenities	**18.8**	16.8
		435.6	431.9

Notes *(continued)*

7 Staff costs *(continued)*

The number of employees who received emoluments, including redundancy and taxable benefits, in excess of £60,000 are as follows:

			2023	2022
			No.	No.
£60,001	-	£70,000	**1**	-
£80,001	-	£90,000	**2**	3
£100,001	-	£110,000	**-**	1
£110,001	-	£120,000	**1**	-

In respect of these employees, pension contributions of £34,464 *(2022: £21,376)* were payable by the Trust into defined contribution schemes. The key management personnel comprised of the Chief Executive, Executive Director of Finance, IT & Estates, Executive Director of People, Communications & Children's Services and the Executive Director of Operations (the executive team). In respect of these employees, the total salaries and benefits amounted to £291,572 *(2022: £351,746)* plus pension contributions of £19,994 *(2022: £21,376)*.

8 Remuneration of Trustee Directors and related party transactions

None of the Trustee Directors of Hollybank Trustees Limited received any remuneration or expenses during the year in the course of their duties as Trustee Directors *(2022: £nil)*.

Mr JRH Sykes, a Trustee Director, was a consultant for the Trust's solicitors, Lupton Fawcett LLP. During the year, the Trust paid for legal services, on an arm's length basis, amounting to £23,448 *(2022: £32,127).*

9 Tangible fixed assets

	Assets under the course of construction	**Land and buildings**	**Equipment, fixtures and fittings**	**Motor vehicles**	**Total**
	£	**£**	**£**	**£**	**£**
Cost or valuation					
At beginning of year	4,371	21,632,404	5,560,766	895,095	28,092,636
Additions	6,813	253,133	634,325	-	894,271
Disposals	(4,371)	-	-	-	(4,371)
At end of year	6,813	21,885,537	6,195,091	895,095	28,982,536
Depreciation					
At beginning of year	-	986,715	4,916,104	520,878	6,423,697
Charge for year	-	320,073	265,338	72,765	658,176
At end of year	-	1,306,788	5,181,442	593,643	7,081,873
Net book value					
At 31 March 2023	**6,813**	**20,578,749**	**1,013,649**	**301,452**	**21,900,663**
At 31 March 2022	4,371	20,645,689	644,662	374,217	21,668,939

Notes *(continued)*

9 Tangible fixed assets *(continued)*

The freehold land and buildings were revalued on 18 June 2019 by Ian Naylor MRICS Partner of Sanderson Weatherall, independent chartered surveyors. The valuation was prepared in accordance with the RICS Valuation – Professional Standards, January 2014 Global and UK edition, published by the Royal Institution of Chartered Surveyors ("RICS") ("the Red Book"). The valuation has been prepared on the basis of Depreciated Replacement Cost (DRC), which is defined by UKVS 1.16 of The Red Book. DRC is defined as; 'the current cost of replacing an asset with its modern equivalent asset less deductions for physical deterioration and all relevant forms of obsolescence and optimisation'. In accordance with paragraph 10.35 of the Charity SORP, the freehold land and buildings are to be valued on a rolling 5-year basis.

The historic cost of the freehold land and buildings at 31 March 2023 is £14,166,195 *(2022: £*14,166,195*)*.

Included in the net book value of freehold land and buildings is £5,815,000 *(2022: £5,815,000)* being the valuation of the land and this has not been depreciated.

10 Investments

Investments are held in COIF Charities Investment Fund – Income Units, a UK Fund, and are a permanent endowment.

	2023	2022
	£	£
Investments at market value at 31 March 2023	**46,049**	42,390
(Decrease) / increase in value	**(1,743)**	3,659
Market value at 31 March 2023	**44,306**	46,049

11 Debtors

	2023	2022
	£	£
Trade debtors	**1,168,520**	1,110,390
Sundry debtors and prepayments	**318,793**	278,557
Income accruals	**299,746**	282,422
Financial activities designated at fair value through income and expenditure	**601**	-
	1,787,660	1,671,369

Notes *(continued)*

12 Liabilities: amounts falling due within one year

	2023	2022
	£	£
Bank loans (note 13)	**155,052**	155,052
Trade creditors	**296,155**	292,994
Financial liabilities designated at fair value through income and expenditure	**-**	8,120
Other creditors	**1,338,196**	1,257,722
Other taxes and social security	**360,570**	208,245
Accruals and deferred income	**402,054**	418,042
	2,552,027	2,340,175

13 Liabilities: amounts falling due after more than one year

	2023	2022
	£	£
Bank loans (see below)	**155,114**	310,166
	155,114	310,166

The bank loans are secured by a first charge on the freehold land and buildings, which have a net book value at 31 March 2023 of £20,578,749. The bank loans are payable by instalments as follows:

	2023	2022
	£	£
Within one year (note 12)	**155,052**	155,052
In the second to fifth year	**155,114**	310,166
	310,166	465,218

Fair value of financial instruments

The bank loan agreements allow for the set off of any credit balances on the Trust bank current accounts against two of the loans before the calculation of interest. The rate of interest chargeable on these bank loans is 1.76% over base rate.

Financial liabilities designated at fair value through income and expenditure relate to an interest rate swap financial derivative used to hedge the interest risk on two long term loans. The contract is due to mature in February 2024.

The fair value of the interest rate swap is estimated by discounting the difference between the cumulative contractual interest paid and the fair value of the cumulative interest paid at the maturity of the contract. The financial instrument has been identified as a level 2 instrument.

The instrument is an asset of £601 as at 31 March 2023 *(2022: liability of £8,120).* The reduction on the opening liability of £8,721 *(2022: £23,717)* has been recognised through the Statement of Financial Activities.

Notes *(continued)*

14 Commitments

At 31 March 2023, the Trust had capital commitments of £67,331 *(2022: £nil).*

At 31 March 2023, the Trust had outstanding commitments for future minimum lease payments under non-cancellable operating leases as follows:

Other	**2023**	2022
	£	£
Within one year	**61,068**	62,273
In the second to fifth year	**181,556**	156,592
Over five years	**45,785**	16,894
	288,409	235,759

15 Funds

a) Analysis of net assets between funds

Restricted and endowment funds	**Tangible fixed assets**	**Investments**	**Net current assets**	**Liabilities due after more than one year**	**Total**
	£	**£**	**£**	**£**	**£**
Fundraising account	616,420	-	-	-	**616,420**
Huddersfield Charity for Children (previous registration number 221357) endowment fund	-	44,306	-	-	**44,306**
	616,420	44,306	-	-	**660,726**
Unrestricted funds	21,284,243	-	1,195,531	(155,114)	**22,324,660**
	21,900,663	**44,306**	**1,195,531**	**(155,114)**	**22,985,386**

For the year ended 31 March 2022:

Restricted and endowment funds	**Tangible fixed assets**	**Investments**	**Net current assets**	**Liabilities due after more than one year**	**Total**
	£	**£**	**£**	**£**	**£**
Fundraising account	630,820	-	-	-	**630,820**
Huddersfield Charity for Children (previous registration number 221357) endowment fund	-	46,049	-	-	**46,049**
	630,820	46,049	-	-	**676,869**
Unrestricted funds	21,038,119	-	2,029,846	(310,166)	**22,757,799**
	21,668,939	**46,049**	**2,029,846**	**(310,166)**	**23,434,668**

Notes *(continued)*

15 Funds *(continued)*

b) Summary of fund movements

	Fund balances brought forward	Incoming resources	Outgoing resources	Revaluation of investment	Transfers	Fund balances carried forward
	£	£	£	£	£	£
Restricted funds						
Bradbury therapy centre	**392,431**	**-**	**(11,604)**	**-**	**-**	**380,827**
Transition projects appeal	**18,672**	**-**	**(504)**	**-**	**-**	**18,168**
Courtyard project	**114,649**	**-**	**(2,292)**	**-**	**-**	**112,357**
Legacy for Rowan Court	**105,068**	**-**	**-**	**-**	**-**	**105,068**
Other income received	**-**	**29,192**	**-**	**-**	**(29,192)**	**-**
Restricted funds	630,820	29,192	(14,400)	-	(29,192)	616,420
Endowment fund	46,049	1,288	(1,288)	(1,743)	-	44,306
Unrestricted funds	22,757,799	16,708,275	(17,170,606)	-	29,192	22,324,660
	23,434,668	**16,738,755**	**(17,186,294)**	**(1,743)**	**-**	**22,985,386**

For the year ended 31 March 2022:

	Fund balances brought forward	Incoming resources	Outgoing resources	Revaluation of investment	Transfers	Fund balances carried forward
	£	£	£	£	£	£
Restricted funds						
Bradbury therapy centre	**404,035**	**-**	**(11,604)**	**-**	**-**	**392,431**
Transition projects appeal	**19,176**	**-**	**(504)**	**-**	**-**	**18,672**
Courtyard project	**116,989**	**-**	**(2,340)**	**-**	**-**	**114,649**
Legacy for Rowan Court	**105,068**	**-**	**-**	**-**	**-**	**105,068**
Other income received	**-**	**25,679**	**-**	**-**	**(25,679)**	**-**
Restricted funds	645,268	25,679	(14,448)	-	(25,679)	630,820
Endowment fund	42,390	1,695	(1,695)	3,659	-	46,049
Unrestricted funds	22,631,136	15,896,553	(15,795,569)	-	25,679	22,757,799
	23,318,794	**15,923,927**	**(15,811,712)**	**3,659**	**-**	**23,434,668**

Notes *(continued)*

15 Funds *(continued)*

Bradbury therapy centre
A grant of £580,000 was received in 2006 from Sport England for construction of the Bradbury therapy centre which opened in 2006 and is being written off over the expected useful life of 50 years.

Transition projects appeal
A contribution of £25,000 was received in August 2008 towards the construction of Rowan Court and, in compliance with the terms of the award, is being written off over the property's expected useful life of 50 years.

Courtyard project
Contributions totalling £36,322 in 2019/20, £25,160 in 2018/19, £26,500 in 2017/18 and £32,375 in 2016/17 were received towards the project for the development of the courtyard for use mainly by adults and children.

Other income received
Restricted funds received and spent during 2022/23 amounted to £29,192. These have been transferred to unrestricted funds.

Legacy
Cheques to the value of £10,163 were received in 2019/20 and a cheque to the value of £94,905 was accounted for in 2018/19 from a legacy of a former member of staff. These monies are restricted for use at Rowan Court.

Details concerning the Endowment Fund can be found in the Trustee Directors' annual report on page 23.

Unrestricted funds are funds that are free to be used in accordance with the charitable objects of the Trust. There are no designated funds as at 31 March 2023 *(2022: £nil).*

There are no other recognised gains or losses that have not been dealt within the Statement of Financial Activities as set out on page 30.

HOLLYBANK TRUST

England & Wales - Charity number 1043129

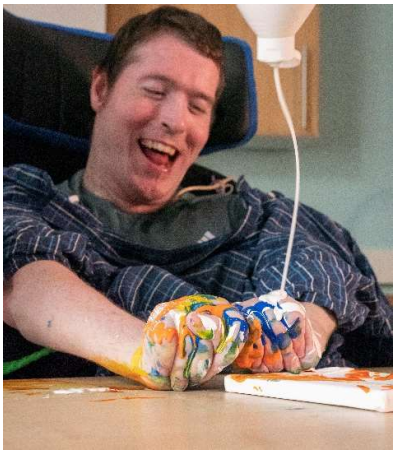
Accounts

Hollybank
Quality of life, for life

Hollybank Trust

Annual report and accounts for the year ended 31 March 2022









Registered charity number 1043129

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Keeping people safe and well



As a charity, we pride ourselves on placing the children, young people and adults we care for at the heart of everything we do – and we were determined not to let a global pandemic stop us!

We have navigated our way through the pandemic by keeping our focus on one thing: keeping the people who live and learn with us, safe and healthy. Everyone pulled together because we wanted the same thing.

Improving quality of life during a pandemic

Of course, keeping people physically well is only half of our story. Hollybank's ethos is about providing quality of life, for life and we know that providing exceptional care is about more than just meeting people's daily needs. We continue to give people the opportunity to explore their interests and enjoy life - despite the many restrictions placed upon us because of the pandemic.

Being unable to see loved ones for extended periods of time has been extremely challenging for everyone who lives with us. We have turned to technology to help us keep these lines of communication open – using video calling when face to face family visits have not been possible.

We would like to extend our gratitude to friends and family for their unwavering support. We cannot give people back the time that they have lost, but we will continue to do all that we can to keep everyone who lives and learns here safe and reconnect everyone.

Although Covid-19 was extremely difficult to navigate at Hollybank, we are so grateful to feel that we are now returning to the fun and happy atmosphere we are used to here. It feels great to be able to organise Trust wide events to bring our whole organisation together for the first time since the pandemic.

Parent quotes from our 2021 annual survey:



"I'd like to say how amazing the care is at Hollybank, it has lifted a lot of my worries. Communication is efficient, all staff are approachable, and we appreciate that staff keep us involved with our (adult's) day to day life."

"We noticed for the first time in months that staff were relaxed, upbeat and there were people in the carpark going off to the cinema etc., laughing and smiling full of anticipation - just like the good old days."

Living

We have ten residential homes providing 24/7 care for people with a range of profound and multiple disabilities and sensory impairments across Yorkshire. Seven of these homes are on our main site in Mirfield, one is in Holmfirth, one in Barnsley and one near Wakefield. We currently have 104 children, young people and adults living at Hollybank across these ten homes and work with 40 Local Authorities.

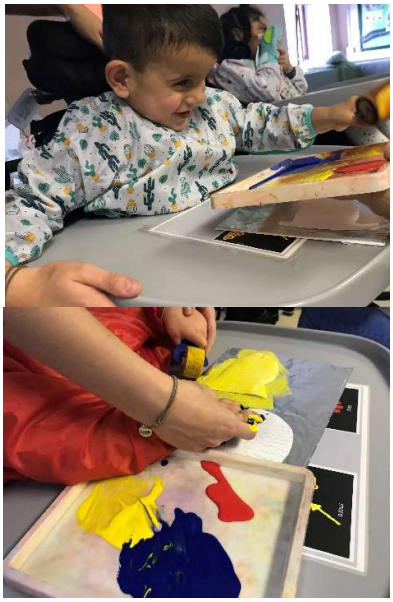


Most of the people we care for were required to shield and we had to restrict movement across all our homes through the Covid-19 pandemic. We quickly adopted new ways of working, which included allocating dedicated enrichment and therapy specialists to each of our homes, so that our children, young people, and adults could continue to take part in the activities and pastimes they enjoy throughout the pandemic. This continued throughout 2021.

The people who live with us have complex medical needs and very few can communicate verbally. We are extremely humbled by the way everyone has adapted to these unprecedented circumstances, the changes to their usual routines and for accommodating the necessary hygiene protocols - including the wearing of PPE - that we had to introduce and continue to use to help keep people safe.

Learning

We can offer fully flexible educational placements, ranging from free nursery places through to full 52-week placements. At 31 March 2022, 25 (*2021: 21)* school children and 9 *(2020: 11)* nursery children attended Hollybank school; and a further 9 children and young people accessed the short break service during the year. Occupancy in the children's home was 92% for the year *(2021: 75.4%)*.



We continue to work with families using the 'Evidence for Learning' app to share resources and updates with parents, and video technology to 'see' our pupils.

Our family support officer continues to be on hand, providing both physical and virtual support to not only our school families, but also the parents involved in our Little Pips support group for families with babies and toddlers with profound disabilities. There are currently 35 pupils in our school and nursery, with a growing waiting list of families wanting to join us.

ELMS

For people aged over 18 years, we offer our ELMS enrichment service. Our skilled teams work together with the individual, parents, families, and community agencies to provide the best care and learning experience in a diverse and inclusive environment. Throughout the pandemic, ELMS has been delivered in several different ways, but we were so glad to be able to welcome everyone back together again this year as part of a connected local community.

A message from our Chair



Here at Hollybank, we are continuing to implement our plans to reopen all our services and get back to life as we knew it before the pandemic.

As both a parent and the chair of the Trustees, it has been a pleasure to see so many of the children, young people, and adults out and about, leading busy lives once again in a safe manner.

Our Board of Trustees is acutely aware that we are only able to look forward in this way because we have managed to keep those using our services safe and well and have not faced the difficult funding decisions that many other charities have. We consider ourselves fortunate to have been able to get to this point with minimal impact on the health and wellbeing of our children, young people, and adults. What the staff team have achieved is nothing less than miraculous and their adaptability knows no bounds.

We are extremely grateful to our CEO, Executive and Senior Management Team, all of our staff who have sacrificed so much during the past two years, those who use our services and their families for the part everyone has played in helping us to achieve this outcome. Thank you all very much. We know it has been tough for everyone.

The impact of the pandemic and other world events will be felt far and wide across the country in the months and years ahead, not least by our commissioners as the country faces huge inflationary and economic challenges. As a Board we will continue to look for ways to offer exceptional value for money and deliver excellent standards of care and education to the children, young people and adults who live, learn, and spend time at Hollybank. We know that there are difficult times ahead for the charity sector and public services.

Recruitment and retention are a particular challenge in the care sector as well as much of the economy, and we are not immune to those pressures at Hollybank. We are committed to continually adapt and improve our employment offer to ensure it is attractive and that Hollybank remains a good place to work.

Our underlying objective has always been to provide *quality of life, for life* for each one of the people we provide care for. Everything we do, every business decision we make, is driven by the needs of the children, young people and adults who live and learn here.

“It has been a pleasure to see so many of the children, young people, and adults out and about, leading busy lives once again in a safe manner”.

We accept that we must all learn to live with Covid-19 and continue to operate in its wake. We are most certainly not out of the woods yet, but we are turning our minds back to the development plans we had pre-pandemic and are optimistic and excited about the future plans for Hollybank.

Clare Morrow
Chair of Trustee Directors



We will never get the past two years back and there is no escaping the fact that it has been the most stressful, draining time for everyone associated with Hollybank Trust. That said, we have refused to let this period define us and have so much to be thankful for.

We are eternally grateful to our staff who went above and beyond (and continue to do so) in their day-to-day roles during the pandemic and made several personal sacrifices. Our care teams, school staff, therapists, activity teams and facilities staff are the heart of the organisation and provide amazing person-centred front-line care services. Thanks to these amazing people, we were able to keep everyone who lives, learns, and works at Hollybank safe and well throughout the pandemic.

Although Covid-19 was extremely difficult to navigate at Hollybank, we are so grateful to feel that we are now returning to the fun and happy atmosphere we are used to here. It feels great to be able to organise Trust wide events to bring our whole organisation together for the first time since the pandemic.

We recently celebrated our wonderful staff and thanked them for their invaluable work during the pandemic by holding a Trust celebration day for staff, the people we care for, our school children and their families. It was our first coming-together event since 2019, and it was brilliant to be able to spend time together face to face in the sunshine.

"We're also enjoying seeing family visits taking place again and seeing the people who live and learn at Hollybank accessing their local communities again and enjoying day trips and fun outings".

As we start to look forward to the future, we know that the skills we have developed in recent times will help us rebuild and repair – and we will come back stronger as a result. We have reopened all our services, whilst adhering to the necessary restrictions that continue to apply to the social care sector.

As an Executive team, we are working hard to deliver and implement a strategy which aims to help us build from the strong foundations we already have.

Every organisation needs to know where it is going – and Hollybank is no exception. Our strategic plan – called sowing the seeds of success – will keep us focused on the future, so that we can concentrate our efforts on the activities that will benefit us the most and ensure that we can continue to provide excellent services for the children, young people and adults who live and learn with us.

We have identified four priorities that will help us build from the strong foundations we already have. They are engagement, governance & compliance, learning & development, and growth.

These priorities are important to us and are the key to securing our future success. Our main priority is keeping the people who live, learn and work at Hollybank safe and well, and continuing to provide quality of life, for life.

Anna O'Mahony
Chief Executive

Recruitment – and retention - during a pandemic

Providing care and education for more than 100 vulnerable children, young people and adults during a global pandemic presented many challenges to Hollybank, not least the need to maintain safe staffing levels.

Our staff team is close to 600 people strong. There are easier places to work than Hollybank, but few are as rewarding. Most of the team are front-line social care workers, responsible for the day-to-day care of the children, young people and adults who live with us. It is a difficult and demanding job at the best of times – and we were navigating our way through the worst of times.

Staff turnover rates within the social care sector usually sit at around 30%* and Hollybank has felt this impact, albeit that our turnover has always been below the sector norms. On top of this, over the past year, we have had to not only manage our usual vacancies but also cover periods of staff sickness and isolation. To help with this, we have grown our bank staff pool to support us with our staffing contingency plans.

In 2020, we put in place a virtual recruitment process that would help us to attract, interview, offer and induct new recruits into the Hollybank family. We continue to use this process alongside our face-to-face recruitment, to find the best people.

It is easy to focus on the negative aspects of the pandemic, but we have been heartened to see the social care sector – and its workers – start to get the recognition it deserves. We believe that – along with our more flexible recruitment practices – this increased visibility of the social care sector and the career opportunities it offers, has helped us to successfully recruit and onboard close to 208 new colleagues to the Hollybank team between April 2021 – March 2022.

Our entire staff team of 600 has worked tirelessly within the ever-changing government guidance, always putting the people who live and learn here first, even above their own families. We are extremely grateful to everyone who works for us.

**data – Skills for Care, Oct. 2020: The state of the adult social care sector and workforce in England*

"I have worked at Poplars for over a year now, and I love it so much! It does not feel like a job, because every day is different. The adults are so loving, it makes me smile knowing I am helping to provide quality of life, for life and helping to ensure they live a happy and fulfilled life. The managers have been really helpful with my shift patterns and have helped me to maintain a really good work life balance." - *Hollybank Support Worker*

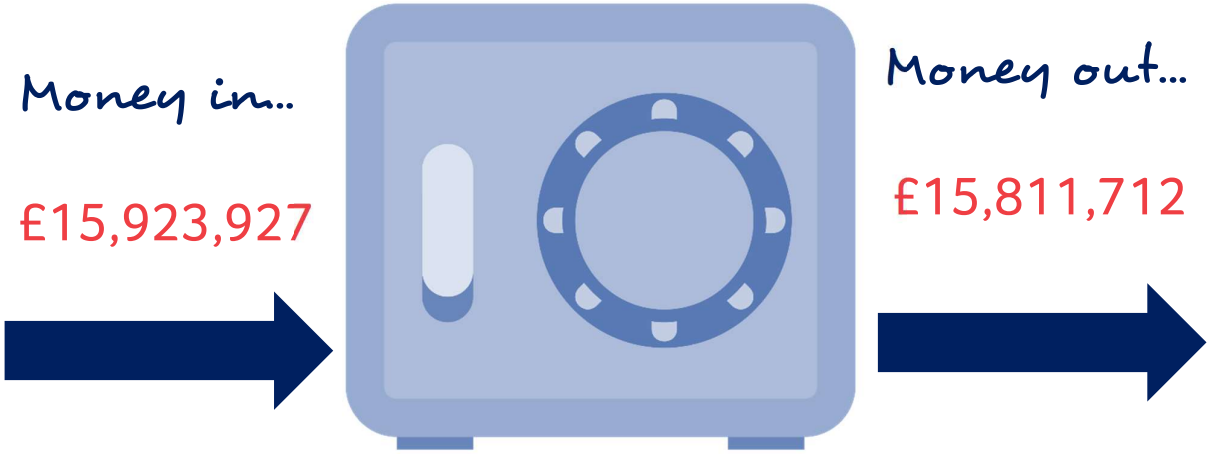
Gender pay gap

Our gender pay report is available on our website. The results of our gender pay gap review for 2021 are shown below.

Difference between men and women	Mean	Median	UK Average Mean	UK Average Median
Gender Pay Gap	2.6%	0.0%	7.9%	15.4%

Money in..

£15,923,927

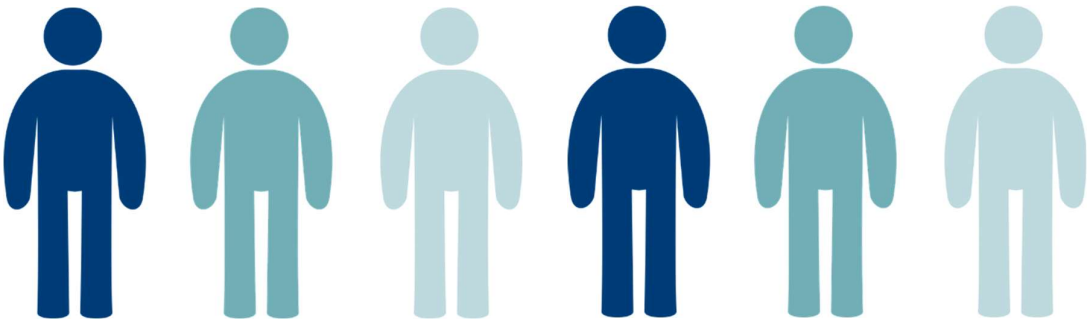


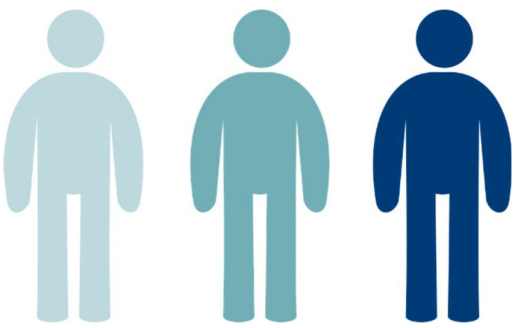
Money out...

£15,811,712

Staff costs

83% of income





Non-staff costs

17% of income



Charity Times award

We were shortlisted in July 2021 for a Charity Times award in the Best Use of Technology category for our roll out of Workplace at the beginning of the pandemic as a tool to keep our dedicated and determined teams informed and inspired.

In March 2020 - like most of our peers in the social care sector – Hollybank's preferred working practices were pulled from under our feet. The years of work we had put into successfully breaking down organisational silos were reversed overnight, at a time when there had never been a more pressing need for us to communicate with our dispersed staff teams.



That's where Workplace came in. It provided us with a lifeline during a time of crisis, enabling us to reach teams quickly and keep them up to speed with ever-changing rules, restrictions and ways of working designed to keep the children, young people and adults who live and learn here safe and healthy.

Our frontline staff are all superstars. Thanks to their unwavering commitment and care, we are coming out of the pandemic with no Covid-19 related deaths and a minimal number of positive cases. We are extremely thankful for that – and to the awards for recognising the part that Workplace played in helping us do that.

We may not have taken the crown at the awards in September 2021, but we are still extremely proud to have been recognised at the 2021 Charity Times Awards in the Best Use of Technology category.

We were beaten to the top spot by the Guide Dogs for the Blind's new AI bot, a very worthy winner! Since then, we have continued working hard to make Workplace a more accessible and cohesive community for all staff across the Trust.

Hollybank nominee of Great British Care Award

One of our Support Workers was nominated for a Great British Care Award in 2021. He was nominated by one of our families, on behalf of their son who lives with us.

He was nominated for 'Best Newcomer'. This award looks to acknowledge and celebrate a new member of staff who started a job in the care sector within the previous 12 months.



We would like to say a huge congratulations for his nomination, from everyone at Hollybank, his hard work is hugely appreciated.

He did not win this year but to be nominated in the newcomer category is a huge achievement and was a very welcome distraction from Covid-19!

We're so proud of the amazing work all of our Support Workers do on a daily basis, and it's great to see their work being recognised by the families of the people they care for.

Scarecrow festival

After having to hold our much-loved Hollybank Trust Scarecrow Festival virtually in 2020, we were extremely pleased to be able to hold it as a physical Covid-19 safe event with staggered viewing slots in 2021.

It did not disappoint! We held it in our sensory garden on our main site in Mirfield and had lots of fantastic entries from across the Trust. We also had a visit from Ian's Mobile Pop-up Farm, and local MP Kim Leadbeater came to visit and judge the scarecrows too.



We also invited one of our retired teachers back to judge the competition too as previously she had organised the festival, so we had some big shoes to fill.

There were lots of brilliant and creative straw masterpieces, but Mary Poppins created by Conkers, and Whatever Next created by Nursery took the two top spots as chosen by the judges.

We'd like to say a huge thank you to everyone who created a straw masterpiece, and a massive well done to our two winners. We can't wait to see what our 2022 scarecrow festival will look like, hopefully with less emphasis on Covid-19!









Christmas celebrations

We were grateful to have a jam-packed festive season full of Christmas activities here at Hollybank. We kicked off the festive season by attending Roberttown's Christmas tree festival and entering our very own tree into the competition.



Local businesses, community groups and schools are invited to decorate a Christmas tree and display it in Roberttown's community centre. Local people then come and view all the trees and vote for their favourite one.

Our school pupils and adults who attend our ELMS service were very busy making decorations to go on our Christmas tree.

Our Communications team took the tree to the festival, and we are pleased to say everybody loved the wonderful effort that had gone into making our tree a success and we came 6th out of 11 entries.

Hollybank feature on MP's Christmas card



Kim Leadbeater, MP for Batley and Spen, launched a competition inviting local schools to submit designs to feature on her 2021 Christmas card to send out to her constituents.

Ms Leadbeater said: "I wanted my first Christmas card as the MP for Batley and Spen to showcase the talent of pupils in some of the wonderful schools across the constituency."

Our school classes worked hard creating designs and we were excited to receive the news that one of the designs we submitted was chosen as a runner up!

The design that was chosen was created as a team effort by our Post 16 class, who each put a fingerprint on the card to make the snowman.

Our design featured on the back of the card, along with other designs from other runners-up.

Callum's bike ride



We have some very special children in our nursery, and one of our nursery children's brother, Callum, is rather special too!

Callum's brother has very complex medical needs and requires lots of medical and sensory equipment.

His big brother Callum, along with his friend Alex, cycled 80-miles from Blackpool Tower back to Hollybank on 5th March 2022 to raise funds to purchase this equipment for our nursery which will benefit all our nursery children.

Some of our Hollybank staff and Callum's family were at our main site to welcome Callum and Alex back with tea and cake after their long but successful cycle.

On behalf of everyone from Hollybank, we would like to say a huge thank you to Callum and Alex for their amazing fundraising effort, we really admire your strength and perseverance! Callum raised a huge amount of money for the Trust which our nursery staff plan to put towards outdoor sensory equipment for Callum's brother and his classmates to enjoy.

Photography event

In 2021, it was agreed that an event should be held to celebrate our children, young people and adults at Hollybank Trust and tackle the wider social challenges of removing the stigma of disability. We also wanted to raise awareness of what Hollybank Trust does and the things the amazing people we support can do.



As well as wanting to change the perception of disability, we wanted to build links with local education providers and so we collaborated with Leeds Arts University and asked some of their photography students to come and take photographs of some of our adults.

This project enabled us to bring people together and allow the adults we care for, the staff involved and the university students to have a unique shared experience. It also enabled us to think about how we can focus on ability not disability and the personal images that were taken as part of this campaign shows just that.

The day of the photoshoot was a very exciting day, and we all got something different out of it.

We would like to thank Leeds Arts University and their students for their professionalism and creativity. We would also like to thank Gray Financial Ltd who have part funded this project and all the staff here at Hollybank who made the day run so smoothly and made it such a special and memorable day.

We are planning to hold an exhibition at our Mirfield site in July 2022 and we can't wait to see the hard work of our staff, the people we care for, and the Leeds Arts University Student's come to fruition.

Our biggest thanks go to the stars of the show, the adults who formed the focus of our exhibition. They are the reason we do what we do at Hollybank.

Bronte Ball

We were contacted by a long-term supporter of the Trust who wanted to organise an event to raise funds for the children, young people and adults who live and learn at Hollybank. Due to the Bronte connections the Trust has, and her connections to the Bronte society, it was decided that the ball would be Bronte themed.



Many months of planning went into the event which took place in February 2022 with our CEO and our Communications team attending the ball, along with the Deputy Lord Lieutenant of West Yorkshire, the Mayor and Mayoress of Kirklees and lots of local people and supporters.

We took some of our new banners, booklets, and leaflets to have on display at the event held at Healds Hall in Liversedge, to spread the word about what we do too.

The proceeds of all tickets sold, and money raised from the raffle and the auction held on the night were donated to Hollybank Trust. We're grateful to the organisers for all their hard work and for hosting such a brilliant event in support of the Trust.

We are grateful for our community links and our corporate partnerships

Hollybank is not like a lot of other charities. Most of our income comes from Local Authorities and Clinical Commissioning Groups to cover the cost of the education and care we provide. That doesn't mean that we don't need to fundraise though, and we work with a range of businesses, organisations and individuals to improve the quality of life for our children, young people and adults.

All the money we receive from our supporters goes directly towards improving our on-site facilities – such as our hydrotherapy and rebound centre - and provides our children, young people and adults with tools and equipment specifically designed to give them more independence and make their lives a little easier.

Here at Hollybank, we have several very successful partnerships with local companies across Yorkshire and some national companies too.

Working with local and national businesses and organisations really helps us spread the message about what we do far and wide and raise awareness about the important work we do with children, young people, and adults with profound disabilities.

Gray Financial Ltd

In 2021, we established a new partnership with a local financial company based in Liversedge, Gray Financial Ltd. The team at Gray Financial approached us as they were looking to support a local charity and they decided they would like to put Hollybank Trust forward as their charity of the year.

We were extremely grateful to Gray Financial for choosing us, and we were excited to hear about the fundraising ideas they had in mind.

Gray Financial are part of a wider financial network called The Openwork Partnership who run a foundation that supports charities like Hollybank.

The Openwork Partnership foundation works with other organisations and businesses to support vulnerable children and adults in the UK and overseas. Each year their colleagues and advisers raise on average over £500,000 to support everybody from new-born babies to people later in life.



As a nominated charity, we were able to apply for a grant which was successful and we were awarded £3,000, which we put towards activities and projects to benefit the lives of the children, young people, and adults we care for here at Hollybank.

In addition to choosing us as their charity of the year, and helping us secure the Openwork Partnership grant, Gray Financial also completed additional fundraising, including a sponsored walk and a raffle.

We cannot thank Gray Financial enough for putting us forward for the grant and for their fundraising efforts. We were able to invite them onto site in Summer 2021 and they presented us with a cheque for the money they had raised through their fundraisers, and we also got the chance to talk about how we could work together more closely in partnership.

Paul Toher, Financial Adviser at Gray Financial said, "We were recently welcomed down to Hollybank Trust for an outdoor site visit and a tour of their 22-acre site. It was great to see how much they have grown over their 65 plus years and to hear about all the services they provide, not just to our local community but also nationwide.

They have and are constantly expanding and updating their services to meet the needs of all the individuals they support. It was a real eye opener to see how many projects they are hoping to take on to develop outdoor sensory spaces to support the learning, development, and independence of the people they care for."

We are grateful Gray Financial reached out to us back in 2021, and we are so glad we were able to begin a partnership with them which has gone from strength to strength and has helped us to provide enjoyable activities which contribute to the full and happy atmosphere we try to create at Hollybank.

Treka Bus

As well as establishing new partnerships, we also continue to work hard to maintain long-standing ones.

We have partnered with Treka Bus for seven years and they provide a great deal of support to Hollybank Trust through their support with our assisted vehicles, our employee recognition scheme and they also financially support Little Pips.

As major suppliers of adapted buses across the UK and experts in mobility matters, they understand Hollybank's mission to provide quality of life for the children, young people and adults who use our services. They get where we are going as a charity and are eager to do whatever they can to support us in getting there.

Every month, we present our 'Treka #BeSomeone Award' which was formerly the 'Carer of the Month Award' and has always been funded by Treka. This award recognises a member of staff for going above and beyond in their role throughout the month, and for demonstrating our #BeSomeone behaviours.

Thanks to Treka, we can present the chosen staff member with a £100 voucher to treat themselves with! We are so grateful to Treka for not only supporting the people who live and learn at Hollybank, but also our staff and helping us to create a positive working environment.

"We wanted to do more than set up a direct debit! Seeing the impact of our funding locally was a huge draw for us at Treka Bus," admits Morgan Clissett, managing director at Treka Bus (part of Woodall Nicholson). "We love the fact that our team can see exactly how the money is being used – and witness first-hand the difference it makes to people's lives. Whenever we come away from a Hollybank visit, we cannot help but feel humbled and proud. It gives us a warm and fuzzy feeling to play a part in the work they do."

Morley Methodist Church – Charity of the Year



We are always thankful when other organisations choose to partner with us. Not only does it help raise awareness of what we do, it also raises much needed funds for our children, young people, and adults.

Adopting a Charity of the Year is an effective way for businesses, organisations, or local community groups to focus their approach to charitable giving and actively involve employees or members of their group, whilst helping a charity to achieve greater financial security and enhanced community support.

In January 2020, Morley Methodist Church chose us as their Church Charity of the Year for 2020. We visited them to give them an introductory presentation and to discuss the ways in which they may support us.

Covid-19 took hold not too long after our initial meeting with the church and so we were not able to invite them into the Trust. They contacted us again in 2021 to say that due to this they had chosen to support us throughout 2021 too, sadly we were still unable to invite them to visit the Trust during 2021 due to the restrictions on the social care sector.

They have raised funds for us through several fundraising events during the last two years and split the donations from these events between their own church fund and Hollybank, these events included film evenings, organ recital concerts, and annual memorial services.

We are delighted they have decided to continue to support us through to December 2022 and will visit us later this year for the first time since selecting us as their chosen Church Charity of the Year back in 2020!

Our partnership with local beekeeper Richard Terry

Back in 2014, local Beekeeper Richard Terry approached Hollybank with a view to relocating some of his beehives to our site and six years later, the honeybees are still here!



Richard said: "I wanted the hives to be in a place that would be good for the bees, but also of benefit to the residents at Hollybank. The grounds at Hollybank are ideal for the bees and I am keen to support the amazing work that Hollybank does by selling the honey our bees make."

Outback Beez, managed by Richard and his daughter, have 25 hives in total with three of those being on our Mirfield site. Last year, Hollybank's fuzzy friends produced 100 jars of honey. All proceeds from the honey and other products sold help us to continue to support our children, young people and adults.

Last year, the beehives were looking a little plain, so Richard decided to launch a small community project to bring some colour to Hollybank. He asked local families if they'd like to get creative and brighten up some new beehives for our honeybees to move into in the spring.

We're really grateful to Richard for reaching out to us eight years ago, and we're glad we still have a great partnership that benefits not only the people we care for here at Hollybank, but the local community and the bees too.

Objectives and activities

Hollybank Trustees Limited, company number 5251731, is the corporate Trustee of Hollybank Trust. In line with the Charity's Trust Deed, the Trustee makes sure that Hollybank uses its Trust Fund and its income upon trust "for the benefit of children and adults with disabilities and with special care and/or educational needs" by the following:

- The relief of those in need by the provision of residential and/or daytime accommodation and related facilities; and
- The advancement of education by the provision of a special school and/or other education and personal development facilities at Hollybank, Mirfield, and/or other suitable premises.

Public benefit

The Trustee has complied with its duty in section 17 of the Charities Act 2011, to have due regard to the guidance published by the Charity Commission and has referred to the guidance on public benefit when reviewing the aims and objectives of the Trust, and in planning our future activities.

Hollybank charges fees for the services we deliver to Local Authorities and Clinical Commissioning Groups (CCGs), as well as private purchasers. We offer to source advice on how to find independent support for those families who need it, to help them obtain funding from Local Authorities and CCGs for their family member, both for the school and for residential placements.

The aims of the Trust are clearly intended to benefit babies, children, young people and adults who have profound disabilities and critical medical conditions only. We are very conscious of our duty to deliver services, not only to those people who are educated and who live at Hollybank, but also to children, young people and adults in the wider community who fit the criteria identified in the Trust's charitable aims.

Charity number
1043129

Registered office
Far Common Road
Mirfield
West Yorkshire
WF14 0DQ

Auditor
Saffery Champness LLP
Mitre House
North Park Road
Harrogate
HG1 5RX

Banker
Lloyds Bank plc
1 Westgate
Huddersfield
HD1 2DN

Trustee
Hollybank Trustees Limited

Solicitor
Lupton Fawcett LLP
Yorkshire House
East Parade
Leeds
LS1 5BD

Insurance broker and advisor
PIB Insurance Brokers
Poppleton Grange
Low Poppleton Lane
York
YO26 6GZ

Our Trustee Directors (Directors of Hollybank Trustees Ltd)

Name		Committee membership
Clare Morrow	Chair of Trustee Directors	Chair of Quality / Chair of Nominations
John Sykes	Vice Chair of Trustee Directors	Resources / Nominations
Jenny Allen		Chair of Employment / Nominations
Colin Blair	(Appointed 6 September 2021)	Employment
Sara Buchan		Employment
Ruth Cherry		Resources
David Clugston	(Appointed 6 September 2021)	Resources
Michael Holt		Chair of Resources
Jonathan Jones	(Resigned 6 September 2021)	Chair of Nominations / Quality / Employment
Hanif Loonat	(Resigned 28 October 2021)	Resources
Merran McRae	(Appointed 6 September 2021)	Quality
Christopher Sharp		Employment / Nominations
Venkatraman Thiyagesh	(Resigned 1 October 2021)	Quality
David Flynn	(Appointed 6 September 2021, resigned 30 May 2022)	Quality
Jan Thornton		Chair of Governors / Quality
David Whitehead		Resources

Our Executive Team

Position		Name
Chief Executive		Anna O'Mahony
Executive Director of Operations	(Resigned 30 June 2022)	Linda Christmas
Executive Director of People, Communications & Children's Services		Annabel Lane
Executive Director of Finance, IT & Estates		Louise Shute

Our Senior Management Team

Position		Name
Head of Finance		Asif Chhibda
Head of Communications	(Appointed 16 November 2021)	James Hook
Head of Communications	(Resigned 28 October 2021)	Jo Fearn
Head of Children's Services		Ailsa Moore
Head of Therapy & Enrichment		Kevan Rushby
Head of IT	(Appointed 7 March 2022)	Ben Smith
Head of IT	(Resigned 4 March 2022)	Victoria Cotterill
Head of Adult Residential Services		Sharon Tinsley
Head of People & Culture		Helen Toop
Head of Estates		Daniel Whiteley
Head of Quality	(Resigned 24 April 2022)	Wendy Porter

The Trust is administered by Hollybank Trustees Limited. Our Trustee Directors have a broad cross section of business, financial, legal, medical, educational, employment, marketing and communication backgrounds. Two of our Trustee Directors are parents of young people who live within Hollybank Trust.

The Trust is governed by a Declaration of Trust, dated 29 December 1994, and amended on 18 November 2002; 24 November 2004 and 20 July 2017. Our governing document is our Memorandum and Articles of Association. The latter was reviewed in 2017 and the changes approved by the Charity Commission in June 2017.

We have a comprehensive induction process for all our Trustee Directors, which includes a code of conduct, job descriptions and duties for both Trustee Directors and office holders, laid down together with the essentials of board responsibilities in a Board Code of Conduct. New Trustee Directors spend time with the Chair, Chief Executive, and relevant members of the Executive Board. They have access to all relevant documents pertaining to the effective running of the Trust.

We review the roles and responsibilities of the Trustee Directors and school governors annually, as well as considering the structure of our committees and their remit. As part of this review, the skills of both Trustee Directors and school governors are discussed to ensure that they are matched to appropriate committees. This also helps us to identify skills which need to be considered in future recruitment processes.

The Trustee Directors regularly review their own strengths, weaknesses, and effectiveness in relation to the objects of the Trust and our current strategy. Our Board of Trustee Directors meets formally, at least four times a year. They have overall responsibility for determining the Trust's mission and vision, overseeing our strategic direction and monitoring performance. Both safeguarding and health and safety are standing items at each meeting. All committee Terms of Reference are reviewed annually.

Trust committees

Resources
Delegated responsibility for accountability framework and all financial control systems, health and safety, risk analysis and risk management, IT, data protection and fundraising. It ensures we comply with all legal requirements relevant to finance and good practice and makes sure any Trust property is kept in a good state of repair and is adequately insured. It ensures that there is a planned maintenance schedule produced annually for the care and upkeep of all the Trust's properties.

Employment
Delegated responsibility for ensuring that the Trust complies with current legislation and good practice regarding employment issues.

Quality
Delegated responsibility for ensuring the Trust complies with all aspects of the law, relevant standards and good practice in relation to residential and respite services, safeguarding, incident management, therapy, nursing, enrichment and social and emotional support across the Trust.

Nominations
Delegated responsibility for leading the recruitment process for the Chair, Trustee Directors and the Chief Executive. Also acts as a remuneration committee for the executive team members of the Trust.

School governance

Our Board of school governors has delegated responsibility for the running of the school. The Board consists of at least one Trustee Director, as well as seven school governors. They work within detailed articles and instruments of governance. For the period 1 April 2021 – 31 March 2022, governor meetings and link visits were largely conducted remotely, via Teams.

Our school is formally registered and recognised as a non-maintained special school. The school was rated Outstanding by Ofsted in 2018 and previously in 2014. Our separate children's home – Orchard Court – provides accommodation for some of the school children, the remaining children are day pupils, who may access respite provision in the children's home. The children's home was inspected in March 2022 by Ofsted and was rated as Good.

The skills represented on the Governing Body are education, health, business, social care, Local Authority representatives and the voluntary sector. We have two parent governors and a teacher governor to represent the school staff. Six link governors are appointed to monitor the quality of each area of the Ofsted framework: Leadership and Management, Quality of Teaching and Learning, Pupil Outcomes, Personal Development and Wellbeing, Behaviour & Safety and Early Years. The link governors report to the Governing Body quarterly and a summary of their findings is taken to the Trustee Directors by the Chair of Governors.

Risk management

The trustees and executive management of the Trust believe that sound risk management is integral to both good management and good governance practice. Risk management forms an integral part of the Trust's decision making and is incorporated within strategic and operational planning. Risk assessment is conducted on all new activities and projects to ensure they are in line with the Trust's objectives and mission. Any risks or opportunities arising are identified, analysed and reported at an appropriate level.

A risk register covering economic, governance, strategic and reputational, operational, compliance and financial risks is maintained by the executive and senior management team and updated at least four times a year and more frequently where risks are known to be volatile. A risk report is made to the trustee board each quarter detailing the high concern risks, rising risks, reducing risks, new risks and emerging risks.

The Trust operates comprehensive risk management processes through its various committees. It is a standing agenda item on the fortnightly meetings of both the executive team and the senior management team; monthly meetings of the joint executive and senior management team; quarterly meetings of the resources committee; and quarterly meetings of the trustee board.

The main elements of the Trust's systems of internal financial control include the following:

- Clearly defined management responsibilities and levels of authority, with formal policies for the approval and control of expenditure.
- Detailed financial control policies and procedures approved by the resources committee.
- Regular review of performance and monthly financial reports, comparing actual results with forecasts and changes in expected outcomes including key performance indicators (KPIs).
- Comprehensive short- and medium-term planning process supported by detailed income, expenditure and cash flow projections.
- An external annual review of financial controls and processes is carried out, which includes a more in-depth look at the financial procedures relating to a specific area of the Trust. A report from this annual review, including recommendations about improvements, is made to the resources committee, which considers the outcomes as part of the process of satisfying the adequacy of the systems of internal financial controls.

The trustees regularly review the risk management system to manage the key risks to which the Trust is exposed and consequently mitigate any major risks.

Key risks facing the Trust are: the management of serious incidents, safeguarding, regulatory compliance, health and safety, Covid-19, public sector funding and its impact on service user numbers, reduction in occupancy, impact of the national living wage (NLW) and pension increases, inflationary pressures and significant rise in cost of living (in particular utilities), the replacement of legacy IT systems, maintaining the ageing estate, recruitment and staffing, people management and capacity.

The Trust's policies for regulatory compliance, health and safety, incident reporting and safeguarding mitigate against the risks faced in this area. Strong budgetary control helps mitigate the financial risks the Trust faces, but it is widely known the challenges our sector is facing with regards attracting and retaining staff, high agency costs, managing staff absence due to Covid-19 isolation, NLW increases and the impact on other rates of pay, significant increase in utility and insurance costs aswell as high inflation; whilst having to fight for appropriate funding to cover these costs. We have an Admissions Panel which reviews requests for our services to reduce the length of time we may have a vacant placement. We also promote staff wellbeing and relaunched our wellbeing programme.

The Trust also expects to meet minimum standards required by legislation and best practice in operational areas covering the following: IT and data protection; HR; Health and safety; Infection control; Governance; Quality; Financial accounting and reporting, etc.

Regulatory bodies the Trust has to report to and comply with are the Charities Commission, Care Quality Commission (CQC), Ofsted, Health & Safety Executive (HSE), HMRC and Information Commissioners Office (ICO). Hollybank also has statutory reporting duties including reporting to the local safeguarding teams. Anything reported to these regulatory and/or statutory bodies are notified to trustees through the committee and board meetings.

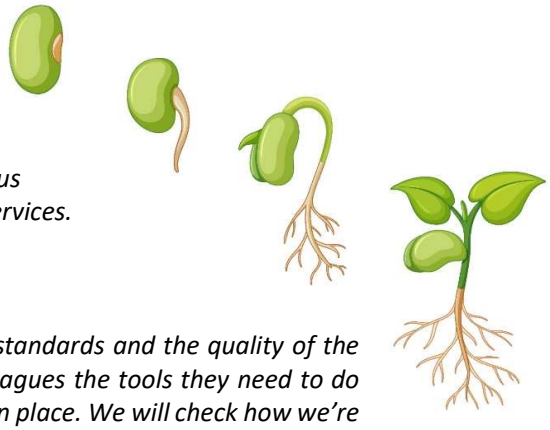
The risk of falling short of these standards is mitigated as far as possible by ensuring that appropriate policies and working practices are adopted in each of these key areas and that staff are adequately experienced and trained to manage this. Where necessary, external advice is sought to supplement internal expertise.

CQC and Ofsted inspection visits were suspended between March 2020 and late 2021 due to the pandemic and we have only had two visits since these have been resumed:

Service	Inspection date	Inspection body	Rating
Orchard Court (Children)	Mar 2022	Ofsted	**Good**
Willow Court	Sep 2021	CQC	**Requires Improvement**
Poplars	Feb 2020	CQC	**Good**
Rowan Court	Jan 2020	CQC	**Requires Improvement**
Orchard Court (Adults)	May 2019	CQC	**Outstanding**
Oak House	May 2019	CQC	**Good**
Beeches	May 2019	CQC	**Good**
Conkers	Dec 2018	CQC	**Good**
Hollybank School	Oct 2018	Ofsted	**Outstanding**
Holly Court	Apr 2018	CQC	**Good**
Sycamores	Apr 2018	CQC	**Good**

Our 2021-2024 business strategy outlines our four key priorities:

Priority 1: engagement



We include everyone. It's important that we get better at involving the children, young people and adults, their families and other stakeholders and our colleagues in what we do. We want to hear what people think and make sure their views are represented in everything we do. That's key to us developing a positive culture that will help us provide better services.

Priority 2: governance and compliance

We want to be the best. To be the best we need to drive up standards and the quality of the care and education we deliver. We will do this by giving colleagues the tools they need to do their job well, and by having the right policies and procedures in place. We will check how we're doing through regular, robust audits and feedback received.

Priority 3: learning and development

Every day is a school day. We want to make it easier for our colleagues to embrace learning so they can do a great job every day for the children, young people and adults they work with. Not everyone learns the same way, so we'll combine face-to-face training with e-learning. We'll get better at helping people see what their future looks like too with clearly defined career pathways.

Priority 4: growth

Demand for our services is growing – that's great news! We need to make sure that we can accommodate this increased need for our services. We will look for ways to develop our children's services, the way we support people as they transition from school to residential care and the availability of our adult residential provision.



QUALITY
We want to deliver a first-class service, every time, that's why we have high expectations of ourselves, and others



SUSTAINABILITY
We want to be around for years to come, so everything we do is in the long-term interests of Hollybank



CULTURE & REPUTATION
We care about what people think of us – not just our colleagues, but also families, supporters and the wider community too

The principal source of income comes from fees and charges, mainly from Public Bodies, for the educational, medical/therapeutic and residential services provided by the Trust. The Trust also receives certain direct grant funding from the Education Funding Agency, the Department of Education and Skills, legacies, donations from events and fundraising activities as well as major fundraising appeals for specific projects.

The total incoming resources of the Trust for the year were £15,924k *(2021: £15,134k),* demonstrating a 5.2% increase of £790k. Included within this are incoming resources from charitable activities which have increased by 6.9% to £15,496k *(2021: £14,502k)*, the main reasons being:

- Residential services income has increased by £745k to £14,204k *(2021: £13,459k)*. This is due to higher occupancy levels and an increase in fees achieved (predominantly from the annual fee uplifts). However, our respite provision continued to remain closed for large parts of the year due to Covid-19 restrictions, which resulted in a decrease in total respite income of £55k. Compared to 2020, respite income has decreased by £169k.
- School income has increased by £189k to £1,212k *(2021: £1,023k)* due to an increase in pupil numbers and grants received.
- Enrichment services re-opened to external users in August 2021 after Covid-19 restrictions, with income increasing by £60k to £80k *(2021: £20k)*. Compared to 2020, enrichment income has decreased by £173k.

Income from legacies and donations has decreased by £26k to £45k *(2021: £71k)* as a result of Covid-19 restrictions on fundraising events. Investment income has increased by £1k to £25k *(2021: £24k)*. Other income has decreased by £180k to £357k *(2021: £537k)* due to lower Covid-19 related grants received to cover the cost of personal protective equipment (PPE), national living wage (NLW), recruitment and retention and increased infection prevention control (IPC) measures.

The cost of raising donations and legacy income was £9k *(2021: £9k*). Due to Covid-19 restrictions, there has been no fundraising events in the year.

The cost of charitable activities for the year was £15,784k *(2021: £14,583k),* an increase of £1,201k. The movement in costs is mostly made up of an increase in staff costs of £2,029k due to the annual pay increase in April 2021, an additional pay uplift for front-line adult services staff in December 2021, and higher use of agency staffing to cover staff absence for Covid-19 isolation and vacant front line posts, which has been a challenge felt across the sector. This was offset by a reduction in direct costs of £294k largely from savings in cleaning and PPE costs due to receiving free PPE from the NHS, and a reduction in repairs and renewals spend as there were some high value works in the prior year; and a reduction in other costs of £534k largely from lower IT costs as there was significant spend in the prior year on a new payroll, HR and time and attendance systems and IT equipment and network security to enable agile working as a result of the pandemic, and lower premises costs due to some high value purchases in the prior year.

Governance costs of £19k *(2021: £25k)* have not been allocated against charitable activities as management do not consider these costs to represent a day to day operating cost of the Trust. As such, they have been recognised as a separately identifiable expense in the Statement of Financial Activities.

Net income for the financial year is £112k *(2021: £517k)*, demonstrating a decrease of £405k. The balance sheet shows that at 31 March 2022, the total funds of the Trust were £23,435k *(2021: £23,319k)*.

Fundraising activities

Our fundraising activities undergo financial audits carried out by external inspectors. The Trust is a member of the Fundraising Regulator and was previously a member of the Fundraising Standards Board. There have been no formal complaints received. The Trust does not use telephone fundraising, cold calling or door to door fundraising as methods of raising income. The Trust does not use external consultancy or commission-based fundraisers.

Investments

The Trustee Directors have responsibility for Trust investments, to act in accordance with the Trustees Act 2000, and the Trust's own investment policy. They regularly consider the appropriateness of Trust investments and it is the current policy of the Trustee Directors to hold endowed funds in a suitable investment fund to produce an appropriate mix of income and capital growth.

The endowed funds are invested in COIF Charities Investment Fund – Income Units, managed by CCLA Investment Managers Ltd. The value of investments at 31 March 2022 was £46k *(2021: £42k)* and the Trust received dividends of £2k *(2021: £1k)* in the year. The Trustee Directors consider that the investments met the set performance objectives.

School fees are charged and payable each school term meaning the Trust has periods in the year when it has surplus funds. These periods are relatively short term (two to three months), and these surplus funds are offset against bank loans before the application of any interest charges.

Reserves policy

At 31 March 2022, the Trust had free reserves of £2,185k *(2021: £1,888k)*. Free reserves are the unrestricted funds of the Trust, less the value of tangible fixed assets bought out of unrestricted funds, adjusted for any attributable long term financing.

The Trust utilises reserves to finance significant investment in land, buildings, fixtures, fittings, vehicles and equipment in order to maintain and further develop the service level it provides. This development has continued during the year with investment in the year of £253k *(2021: £334k)* in tangible fixed assets which was met from free reserves, voluntary income and loans.

Levels of income and expenditure are not usually subject to material fluctuations in the short term and can be forecast with a reasonable degree of certainty. Business interruption insurance (24 months' loss of income) is also in place. The Trustee Directors regularly review the reserve levels. The current policy to ensure adequate reserves is based on a risk-based approach. Trading risk, other operational risks and significant likely investments are estimated considering existing commitments and planned future activities. Free reserves at 31 March 2022 substantially exceed the estimated net risk.

Plans for future periods

We are continuing to experience growing demand for the services we offer and have begun modelling what demand is likely to look like over the next decade.

We have started to scope plans for school developments to accommodate a significant rise in demand for places over the next few years as well as what role the Trust has to play in post sixteen education.

We are also prioritising the need for additional space in which to provide short breaks and residential placements for children, another area of growing demand which we currently have limited capacity to fulfil.

These developments will require significant investment and require successful partnership arrangements to progress. A Development Group has been established to create solid plans for the future whilst enabling us to balance the financial commitments we already have. These are trying times we are experiencing due to the cost of living rising across the UK at an alarming rate.

As well as our development plans, we are also putting time and effort into becoming a more sustainable organisation. We are now partnering with the University of York to create our first Sustainability policy and look forward to sharing more about this, and our implementation plans in next year's report.

Signed on behalf of the Trustee:



C Morrow
Chair of Hollybank Trustees Limited

12 September 2022

Trustee responsibilities

The Trustee Directors are responsible for preparing the Trustee's report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period.

In preparing these financial statements, the Trustee Directors are required to:

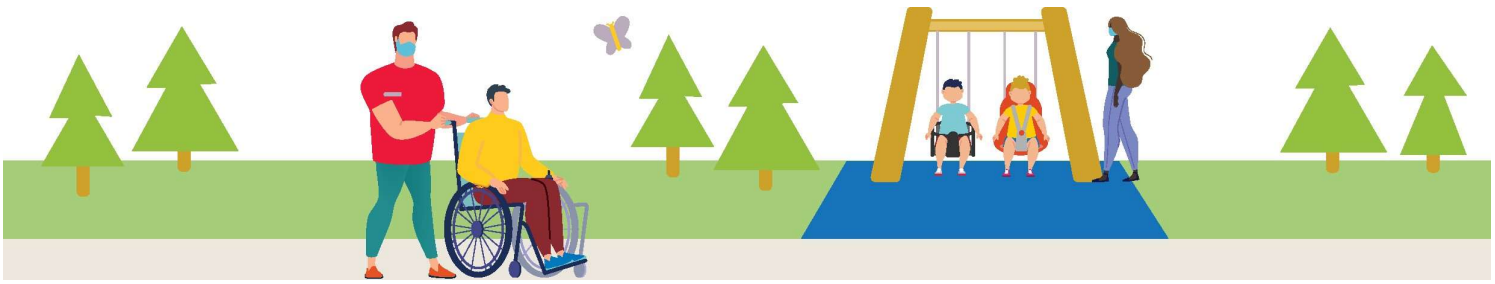
- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP (FRS102)
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The Trustee Directors are responsible for keeping proper 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 Charities Act 2011, and applicable accounting regulations. 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.

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

Hollybank Trust

Independent auditor's report and accounts 2021 / 2022



Opinion

We have audited the financial statements of Hollybank Trust for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet and cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2022 and of its incoming resources and application of resources for the year then ended.
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 Auditors' 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's 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 twelve months from when the financial statements are authorised for issue.

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

Other information

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

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

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 Trustee's annual report is inconsistent in any material respect with the financial statements; or
- the charity has not kept sufficient accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustee

As explained more fully in the Trustee's Responsibilities Statement set out on page 23, the Trustee is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustee determines 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 Trustee is 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 Trustee either intends to liquidate the charity or to cease operations, or has no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditors under the Charities Act 2011 and report in accordance with regulations made under that 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 auditors' 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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charity's financial statements to material misstatement and how fraud might occur, including through discussions with the Trustee Directors, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charity by discussions with Trustee Directors and updating our understanding of the sector in which the charity operates.

Laws and regulations of direct significance in the context of the charity include the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008, the Care Quality Commission, Ofsted and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charity's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charity's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

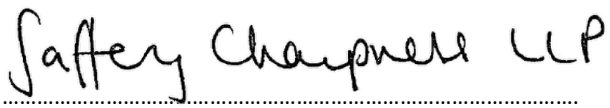
During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: 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 Trustee, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the Trustee those matters we are required to state to it 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 and the Trustee as a body, for our audit work, for this report, or for the opinions we have formed.



Saffery Champness LLP, Mitre House, North Park Road, Harrogate, HG1 5RX

Chartered Accountants and Statutory Auditors

Date: 20 October 2022

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Statement of financial activities

for the year ended 31 March 2022

	Note	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Endowment Fund 2022 £	Total Funds 2022 £	Total Funds 2021 £
Income and endowments from:						
Donations and legacies	2	**19,682**	**25,679**	**-**	**45,361**	71,301
Charitable activities	2	**15,496,037**	**-**	**-**	**15,496,037**	14,502,176
Investments	2	**23,717**	**-**	**1,695**	**25,412**	24,073
Other	2	**357,117**	**-**	**-**	**357,117**	536,537
Total income	2	**15,896,553**	**25,679**	**1,695**	**15,923,927**	15,134,087
Expenditure on:						
Raising funds	3	**7,057**	**-**	**1,695**	**8,752**	8,800
Charitable activities	4	**15,769,551**	**14,448**	**-**	**15,783,999**	14,582,734
Other	6	**18,961**	**-**	**-**	**18,961**	25,253
Total expenditure		**15,795,569**	**14,448**	**1,695**	**15,811,712**	14,616,787
Net income		**100,984**	**11,231**	**-**	**112,215**	517,300
Other recognised gains/(losses):						
Transfers between funds	15	**25,679**	**(25,679)**	**-**	**-**	-
Gain/(loss) on revaluation of investment	10	**-**	**-**	**3,659**	**3,659**	7,259
Net movement in funds		**126,663**	**(14,448)**	**3,659**	**115,874**	524,559
Reconciliation of funds						
Fund balances brought forward at 1 April 2021	15	**22,631,136**	**645,268**	**42,390**	**23,318,794**	22,794,235
Fund balances carried forward at 31 March 2022	15	**22,757,799**	**630,820**	**46,049**	**23,434,668**	23,318,794

The above results derive from continuing activities.

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

Balance sheet

at 31 March 2022

	Note	£	2022 £	£	2021 £
Fixed assets					
Tangible fixed assets	*9*		**21,668,939**		22,070,714
Investments	*10*		**46,049**		42,390
			21,714,988		22,113,104
Current assets					
Debtors	*11*	**1,671,369**		1,427,149	
Cash at bank and in hand		**2,698,652**		3,160,310	
		4,370,021		4,587,459	
Liabilities: amounts falling due within one year	*12*	**(2,340,175)**		(2,900,392)	
Net curent assets			**2,029,846**		1,687,067
Total assets less current liabilities			**23,744,834**		23,800,171
Liabilities: amounts falling due after more than one year	*13*		**(310,166)**		(481,377)
Net assets			**23,434,668**		23,318,794
Funds					
Unrestricted funds	*15*		**22,757,799**		22,631,136
Restricted funds	*15*		**630,820**		645,268
Endowment fund	*15*		**46,049**		42,390
Total charity funds			**23,434,668**		23,318,794

Approved by the Trustee Board on 12 September 2022 and signed on its behalf by:

Clare Morrow

C Morrow
Chair of Hollybank Trustees Limited

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

Cash flow statement

for the year ended 31 March 2022

	Note	2022 £	2021 £
Net cash (used in) / generated by operating activities	*1*	**(10,613)**	1,890,403
Cash flows from investing activities			
Purchase of tangible fixed assets		**(253,374)**	(334,226)
Disposal of tangible fixed assets		**18,957**	15,592
Net cash used by investing activities		**(234,417)**	(318,634)
Cash flows from financing activities			
Repayment of borrowing		**(216,628)**	(276,246)
Net cash used in financing activities		**(216,628)**	(276,246)
Change in cash and cash equivalents in the period		**(461,658)**	1,295,523
Cash and cash equivalents at the beginning of the period		**3,160,310**	1,864,787
Cash and cash equivalents at the end of the period		**2,698,652**	3,160,310

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

1 Reconciliation of net cash used in operating activities

	2022 £	2021 £
Net incoming resources	**112,215**	517,300
Depreciation	**636,192**	602,921
(Increase)/Decrease in debtors	**(244,220)**	305,182
(Decrease)/Increase in creditors	**(514,800)**	465,000
Cash flow from operating activities	**(10,613)**	1,890,403

2 Analysis of changes in net debt

	At 1 April 2021 £	Cash flows £	Other non-cash changes £	At 31 March 2022 £
Cash	3,160,310	(461,658)	-	2,698,652
Loans falling due within one year	(232,306)	61,576	7,558	(163,172)
Loans falling due after more than one year	(481,377)	155,052	16,159	(310,166)
Finance lease obligations	(310,027)	74,268	-	(235,759)
	2,136,600	(170,762)	23,717	1,989,555

Other notes...

Notes

(forming part of the financial statements)

1 Accounting policies

Hollybank Trust (the "Trust") is an unincorporated charity.

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at historic cost modified by the adoption of measuring investment assets and freehold property on a revaluation basis. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (the "Charity SORP") preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

Going concern

The financial statements have been prepared on a going concern basis as the Trustee Directors believe that no material uncertainties exist. The Trust's business activities together with the factors likely to affect its future performance and development are detailed in the annual report. It is the view of the Trustee Directors that the Trust is well placed to manage its business risks successfully. This is evidenced in the financial statements, cash flow and liquidity position as stated in this annual report. In addition, the Trust has robust policies and procedures for managing its reserves and its financial risk management objectives. The Trustee Directors have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future and they therefore continue to adopt the going concern basis of accounting in preparing the annual financial statements.

The key risks facing the Trust are discussed in the annual report on page 19. Other areas of uncertainty are the levels of investment return and key judgements around property valuation and provisions.

Incoming resources

Income from grants and fees are matched to the periods for which the services are provided and any such income, not expended by the end of the financial year, is carried forward as deferred income.

All donations and grants towards asset purchases, income from fundraising events, and investment income are treated as income in the year receivable. Legacy income is included either when received or, if before receipt, there is reasonable certainty that the legacy will be received and that the value receivable can be measured with sufficient reliability.

Notes *(continued)*

1 Accounting policies *(continued)*

Fixed assets and depreciation
Depreciation is provided by the Trust to write off the cost less the estimated residual value of tangible fixed assets by equal instalments over their estimated useful economic lives as follows:

Freehold land	-	nil
Freehold buildings	-	2% per annum
Equipment, fixtures and fittings	-	20% - 33% per annum
Motor vehicles	-	12.5% - 25% per annum

A policy of revaluation exists for freehold land and buildings. Valuations are performed by external valuation specialists on a rolling 5-year basis.

A surplus on book value is transferred to unrestricted funds. A deficit is recognised when the book value exceeds its valued amount. Such losses are recognised in the Statement of Financial Activities unless it arises on a previously revalued asset. A deficit on a revalued asset is recognised from any aggregate surplus relating to that asset. Where there is no such surplus or if the carrying value may not be recoverable, and the deficit or impairment is deemed permanent, it is charged to the Statement of Financial Activities.

Land and buildings in the course of construction or conversion are not depreciated until brought into use.

Plant, equipment, furnishings, fixtures, fittings and other tangible fixed assets, with a value of less than £5,000, are written off as consumables in the year of purchase.

Tangible fixed assets are subject to review on a regular basis to ensure that there has been no impairment and that the value included in assets is fair and reasonable.

Leases
Assets acquired under finance leases or hire purchase agreements are capitalised and the outstanding future obligations are shown in creditors. Operating lease rentals are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Resources expended
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a staff time basis. No amounts have been included in the financial statements for services donated by volunteers.

Notes *(continued)*

1 Accounting policies *(continued)*

VAT
The Trust's activities are classified as exempt or non-business activities for the purposes of VAT and therefore any VAT charged on purchases is a cost to the Trust and is included in the relevant costs heading in the Statement of Financial Activities.

Investments
Investments are stated at market value at the balance sheet date. Changes made to the balance sheet market values are reflected in the Statement of Financial Activities together with realised profits and losses on sales of investments during the year.

Fund structure
The Trust's funds are held in the following separate funds:

a) Unrestricted fund
This fund represents the unrestricted funds that the Trustee is free to use in accordance with the charitable objects of the Trust.

b) Restricted funds
These funds represent donations, grants and fundraising income from events and appeals for a specific purpose. The income is spent on providing land and buildings, equipment, facilities and social activities for the benefit of our children, young people and adults. Further details can be found in note 15(b).

c) Permanent endowment fund
This is a permanent endowment fund, the income of which is restricted to the provision of additional benefits for our school students.

Tax
The Trust is considered to pass the tests set out in paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable trust for UK income tax purposes. Accordingly, the Trust is potentially exempt from taxation in respect of income or capital gains within categories covered by Part 10 of the Income Tax Act 2007 or section 256 of The Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied to charitable purposes.

Notes *(continued)*

1 Accounting policies *(continued)*

Basic financial instruments:

Trade and other debtors / creditors
Trade and other debtors are recognised initially at transaction price less attributable transaction costs. Trade and other creditors are recognised initially at transaction price plus attributable transaction costs. Subsequent to initial recognition, they are measured at amortised cost using the effective interest method, less any impairment losses in the case of trade debtors. If the arrangement constitutes a financing transaction, for example if payment is deferred beyond normal business terms, then it is measured at the present value of future payments discounted at a market rate of instrument for a similar debt instrument.

Interest-bearing borrowings classified as basic financial instruments
Interest-bearing borrowings are recognised initially at the present value of future payments discounted at a market rate of interest. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method, less any impairment losses.

Cash and cash equivalents
Cash and cash equivalents comprise cash balances and call deposits. Bank overdrafts that are repayable on demand and form an integral part of the Trust's cash management are included as a component of cash and cash equivalents for the purpose only of the cash flow statement.

Other financial instruments:

Financial instruments not considered to be basic financial instruments
Other financial instruments not meeting the definition of Basic Financial Instruments are recognised initially at fair value. Subsequent to initial recognition, other financial instruments are measured at fair value with changes recognised in the Statement of Financial Activities.

Notes *(continued)*

2 Income and endowments

		Unrestricted £	Restricted £	Endowment £	2022 £	2021 £
Donations and legacy income:	Donations	**19,682**	**25,679**	**-**	**45,361**	66,301
	Fundraising events	**-**	**-**	**-**	**-**	-
	Legacies	**-**	**-**	**-**	**-**	5,000
Total income from legacies and donations		**19,682**	**25,679**	**-**	**45,361**	71,301
Investment income	Dividends	**-**	**-**	**1,695**	**1,695**	1,238
	Interest received	**23,717**	**-**	**-**	**23,717**	22,835
Total investment income		**23,717**	**-**	**1,695**	**25,412**	24,073
Charitable activities	Residential services	**14,203,752**	**-**	**-**	**14,203,752**	13,458,988
	School	**1,211,898**	**-**	**-**	**1,211,898**	1,023,271
	Enrichment services	**80,387**	**-**	**-**	**80,387**	19,917
Income from charitable activities		**15,496,037**	**-**	**-**	**15,496,037**	14,502,176
Other income		**357,117**	**-**	**-**	**357,117**	536,537
Total other incoming resources		**357,117**	**-**	**-**	**357,117**	536,537
Total incoming resources		**15,896,553**	**25,679**	**1,695**	**15,923,927**	15,134,087

The 2021 figures included £42,160 restricted donations and legacies.

Notes *(continued)*

3 Cost of donations and legacy income

	Unrestricted	Endowment	2022	2021
	£	£	£	£
Staff costs	**4,807**	**-**	**4,807**	**4,807**
Office and premises costs	**3,919**	**-**	**3,919**	**3,993**
Motor and travel expenses	**26**	**-**	**26**	**-**
Fundraising events	**(1,695)**	**1,695**	**-**	**-**
	7,057	**1,695**	**8,752**	**8,800**

The 2021 figures include £1,238 of fundraising costs allocated to the endowment fund.

4 Cost of charitable activities

	Unrestricted	Restricted	2022	2021
	£	£	£	£
Residential services:				
Staff costs	**10,356,882**	**-**	**10,356,882**	8,617,118
Depreciation	**271,968**	**504**	**272,472**	265,613
Other direct costs	**1,134,492**	**-**	**1,134,492**	1,416,956
Support costs (note 5)	**2,071,533**	**-**	**2,071,533**	2,320,938
School:				
Staff costs	**822,293**	**-**	**822,293**	692,968
Depreciation	**5,515**	**-**	**5,515**	6,810
Other direct costs	**92,582**	**-**	**92,582**	108,129
Support costs (note 5)	**361,703**	**-**	**361,703**	468,796
Enrichment services:				
Staff costs	**320,491**	**-**	**320,491**	283,455
Depreciation	**85,565**	**13,944**	**99,509**	84,512
Other direct services	**52,723**	**-**	**52,723**	49,192
Support costs (note 5)	**244,654**	**-**	**244,654**	261,668
Other costs of charitable activities	**(50,850)**	**-**	**(50,850)**	6,579
	15,769,551	**14,448**	**15,783,999**	14,582,734

The 2021 figures include £32,067 of depreciation allocated to the restricted fund.

Notes *(continued)*

5 Allocation of central support costs

	Residential services	School	Enrichment services	2022	2021
	£	£	£	£	£
Governance:					
Staff costs	**396,940**	**31,440**	**28,296**	**456,676**	457,881
Other costs	**2,169**	**88**	**156**	**2,413**	59,985
Finance and payroll:					
Staff costs	**220,664**	**11,709**	**15,760**	**248,133**	232,143
Other costs	**31,923**	**1,694**	**2,282**	**35,899**	35,568
People and culture:					
Staff costs	**205,332**	**38,569**	**45,375**	**289,276**	279,110
Other costs	**177,801**	**33,400**	**39,294**	**250,495**	231,448
Information technology:					
Staff costs	**124,272**	**59,458**	**9,910**	**193,640**	169,552
Other costs	**77,794**	**37,220**	**6,202**	**121,216**	492,805
Premises and amenities:					
Staff costs	**360,323**	**63,947**	**42,039**	**466,309**	392,485
Other costs	**274,418**	**48,701**	**32,018**	**355,137**	454,439
Depreciation	**199,897**	**35,477**	**23,322**	**258,696**	245,986
	2,071,533	**361,703**	**244,654**	**2,677,890**	3,051,402

6 Other costs

	2022	2021
	£	£
Audit and professional costs (see below)	**18,961**	25,253
	18,961	25,253

Fees payable to the auditors for services to the Trust (included in the above costs):

	2022	2021
	£	£
Audit	**17,940**	18,623
Tax advisory services	**-**	5,880
Legal & professional fees	**1,021**	750

6 Other costs *(continued)*

Governance costs of £18,961 *(2021: £*25,253*)* have not been allocated against charitable activities as management do not consider these costs to represent a day to day operating cost of the Trust. As such, they have been recognised as a separately identifiable expense in the Statement of Financial Activities.

7 Staff costs

	2022	2021
	£	£
Wages and salaries	**10,215,926**	9,841,404
Social security costs	**850,023**	741,784
Pension costs (see below)	**304,934**	325,670
Agency and supply labour cost	**1,787,624**	220,661
	13,158,507	11,129,519

Pension costs

	2022	2021
	£	£
Defined contribution schemes	**253,223**	273,959
Defined benefit scheme (Teachers)	**51,711**	51,711
	304,934	325,670

The average number of employees (excluding agency and supply labour) during the year was as follows (full time equivalents):

		2022	2021
		No.	No.
Direct services	Residential services	**399.9**	363.6
	School	**36.6**	27.7
	Enrichment services	**21.5**	19.0
Support	Governance	**6.1**	4.7
	Finance and payroll	**8.4**	7.6
	People and culture	**10.0**	9.9
	Information and technology	**5.7**	5.2
	Premises and amenities	**19.9**	14.9
		508.1	452.6

Notes *(continued)*

7 Staff costs *(continued)*

The number of employees who received emoluments, including redundancy and taxable benefits, in excess of £60,000 are as follows:

			2022	2021
			No.	No.
£70,001	-	£80,000	**-**	3
£80,001	-	£90,000	**3**	-
£100,001	-	£110,000	**1**	1

In respect of these employees, pension contributions of £21,376 *(2021: £23,402)* were payable by the Trust into defined contribution schemes. The key management personnel comprised of the Chief Executive, Executive Director of Finance, IT & Estates, Executive Director of People, Communications & Children's Services and the Executive Director of Operations (the executive team). In respect of these employees, the total salaries and benefits amounted to £351,746 *(2021: £334,320)* plus pension contributions of £21,376 *(2021: £23,402)*.

8 Remuneration of Trustee Directors and related party transactions

None of the Trustee Directors of Hollybank Trustees Limited received any remuneration or expenses during the year in the course of their duties as Trustee Directors *(2021: £nil)*.

Mr JRH Sykes, a Trustee Director, is a consultant for the Trust's solicitors, Lupton Fawcett LLP. During the year, the Trust paid for legal services, on an arm's length basis, amounting to £32,127 *(2021: £nil).*

Dr V Thiyagesh, a Trustee Director, provided a paediatric service free of charge to the Trust (*2021: £nil).*

9 Tangible fixed assets

	Assets under the course of construction	**Land and buildings**	**Equipment, fixtures and fittings**	**Motor vehicles**	**Total**
	£	**£**	**£**	**£**	**£**
Cost or valuation					
At beginning of year	59,950	21,603,884	5,299,650	981,918	27,945,042
Additions	4,371	28,520	220,483	-	253,374
Disposals	(59,590)	-	40,633	(86,823)	(105,780)
At end of year	4,371	21,632,404	5,560,766	895,095	28,092,636
Depreciation					
At beginning of year	-	669,431	4,669,961	534,936	5,874,328
Charge for year	-	317,284	246,143	72,765	636,192
Disposals	-	-	-	(86,823)	(86,823)
At end of year	-	986,715	4,916,104	520,878	6,423,697
Net book value					
At 31 March 2022	**4,371**	**20,645,689**	**644,662**	**374,217**	**21,668,939**
At 31 March 2021	59,590	20,934,453	629,689	446,982	22,070,714

9 Tangible fixed assets *(continued)*

The freehold land and buildings were revalued on 18 June 2019 by Ian Naylor MRICS Partner of Sanderson Weatherall, independent chartered surveyors. The valuation was prepared in accordance with the RICS Valuation – Professional Standards, January 2014 Global and UK edition, published by the Royal Institution of Chartered Surveyors ("RICS") ("the Red Book"). The valuation has been prepared on the basis of Depreciated Replacement Cost (DRC), which is defined by UKVS 1.16 of The Red Book. DRC is defined as; 'the current cost of replacing an asset with its modern equivalent asset less deductions for physical deterioration and all relevant forms of obsolescence and optimisation'. In accordance with paragraph 10.35 of the Charity SORP, the freehold land and buildings are to be valued on a rolling 5-year basis.

The historic cost of the freehold land and buildings at 31 March 2022 is £14,166,195 *(2021: £*14,166,195*)*.

Included in the net book value of freehold land and buildings is £5,815,000 *(2021: £5,815,000)* being the valuation of the land and this has not been depreciated.

10 Investments

Investments are held in COIF Charities Investment Fund – Income Units, a UK Fund, and are a permanent endowment.

	2022	2021
	£	£
Investments at market value at 31 March 2021	**42,390**	35,131
Increase in value	**3,659**	7,259
Market value at 31 March 2022	**46,049**	42,390

11 Debtors

	2022	2021
	£	£
Trade debtors	**1,110,390**	856,350
Sundry debtors and prepayments	**278,557**	286,749
Income accruals	**282,422**	284,050
	1,671,369	1,427,149

Notes *(continued)*

12 Liabilities: amounts falling due within one year

	2022	2021
	£	£
Bank loans (note 13)	**155,052**	216,628
Trade creditors	**292,994**	322,607
Financial liabilities designated at fair value through income and expenditure	**8,120**	15,678
Other creditors	**1,257,722**	1,453,667
Other taxes and social security	**208,245**	199,115
Accruals and deferred income	**418,042**	692,697
	2,340,175	2,900,392

13 Liabilities: amounts falling due after more than one year

	2022	2021
	£	£
Bank loans (see below)	**310,166**	465,218
Financial liabilities designated at fair value through income and expenditure	**-**	16,159
	310,166	481,377

The bank loans are secured by a first charge on the freehold land and buildings, which have a net book value at 31 March 2022 of £20,645,689. The bank loans are payable by instalments as follows:

	2022	2021
	£	£
Within one year (note 12)	**155,052**	216,628
In the second to fifth year	**310,166**	465,218
	465,218	681,846

Fair value of financial instruments

The bank loan agreements allow for the set off of any credit balances on the Trust bank current accounts against two of the loans before the calculation of interest. The rate of interest chargeable on these bank loans is 1.76% over base rate.

Financial liabilities designated at fair value through income and expenditure relate to an interest rate swap financial derivative used to hedge the interest risk on two long term loans. The contract is due to mature in February 2024.

The fair value of the interest rate swap is estimated by discounting the difference between the cumulative contractual interest paid and the fair value of the cumulative interest paid at the maturity of the contract. The financial instrument has been identified as a level 2 instrument.

The instrument has a carrying liability of £8,120 as at 31 March 2022 *(2021: £31,837).* The reduction in the liability of £23,717 *(2021: £22,835)* has been recognised through the Statement of Financial Activities.

Notes *(continued)*

14 Commitments

At 31 March 2022, the Trust had capital commitments of £nil *(2021: £40,634).*

At 31 March 2022, the Trust had outstanding commitments for future minimum lease payments under non-cancellable operating leases as follows:

Other	**2022**	2021
	£	£
Within one year	**62,273**	69,451
In the second to fifth year	**156,592**	196,945
Over five years	**16,894**	43,631
	235,759	310,027

15 Funds

a) Analysis of net assets between funds

Restricted and endowment funds	**Tangible fixed assets**	**Investments**	**Net current assets**	**Liabilities due after more than one year**	**Total**
	£	**£**	**£**	**£**	**£**
Fundraising account	630,820	-	-	-	**630,820**
Huddersfield Charity for Children (previous registration number 221357) endowment fund	-	46,049	-	-	**46,049**
	630,820	46,049	-	-	**676,869**
Unrestricted funds	21,038,119	-	2,029,846	(310,166)	**22,757,799**
	21,668,939	**46,049**	**2,029,846**	**(310,166)**	**23,434,668**

For the year ended 31 March 2021:

Restricted and endowment funds	**Tangible fixed assets**	**Investments**	**Net current assets**	**Liabilities due after more than one year**	**Total**
	£	**£**	**£**	**£**	**£**
Fundraising account	645,268	-	-	-	**645,268**
Huddersfield Charity for Children (previous registration number 221357) endowment fund	-	42,390	-	-	**42,390**
	645,268	42,390	-	-	**687,658**
Unrestricted funds	21,425,446	-	1,687,067	(481,377)	**22,631,136**
	22,070,714	**42,390**	**1,687,067**	**(481,377)**	**23,318,794**

Notes *(continued)*

15 Funds *(continued)*

b) Summary of fund movements

	Fund balances brought forward	Incoming resources	Outgoing resources	Revaluation of investment	Transfers	Fund balances carried forward
	£	£	£	£	£	£
Restricted funds						
Bradbury therapy centre	**404,035**	**-**	**(11,604)**	**-**	**-**	**392,431**
Transition projects appeal	**19,176**	**-**	**(504)**	**-**	**-**	**18,672**
Courtyard project	**116,989**	**-**	**(2,340)**	**-**	**-**	**114,649**
Legacy for Rowan Court	**105,068**	**-**	**-**	**-**	**-**	**105,068**
Other income received	**-**	**25,679**	**-**	**-**	**(25,679)**	**-**
Restricted funds	645,268	25,679	(14,448)	-	(25,679)	630,820
Endowment fund	42,390	1,695	(1,695)	3,659	-	46,049
Unrestricted funds	22,631,136	15,896,553	(15,795,569)	-	25,679	22,757,799
	23,318,794	**15,923,927**	**(15,811,712)**	**3,659**	**-**	**23,434,668**

For the year ended 31 March 2021:

	Fund balances brought forward	Incoming resources	Outgoing resources	Revaluation of investment	Transfers	Fund balances carried forward
	£	£	£	£	£	£
Restricted funds						
Bradbury therapy centre	**415,639**	**-**	**(11,604)**	**-**	**-**	**404,035**
Transition projects appeal	**19,680**	**-**	**(504)**	**-**	**-**	**19,176**
ELMS project	**17,571**	**-**	**(17,571)**	**-**	**-**	**-**
Courtyard project	**119,377**	**-**	**(2,388)**	**-**	**-**	**116,989**
Legacy for Rowan Court	**105,068**	**-**	**-**	**-**	**-**	**105,068**
Other income received	**19,369**	**42,160**	**-**	**-**	**(61,529)**	**-**
Restricted funds	696,704	42,160	(32,067)	-	(61,529)	645,268
Endowment fund	35,131	1,238	(1,238)	7,259	-	42,390
Unrestricted funds	22,062,400	15,090,689	(14,583,482)	-	61,529	22,631,136
	22,794,235	**15,134,087**	**(14,616,787)**	**7,259**	**-**	**23,318,794**

15 Funds *(continued)*

Bradbury therapy centre
A grant of £580,000 was received in 2006 from Sport England for construction of the Bradbury therapy centre which opened in 2006 and is being written off over the expected useful life of 50 years.

Transition projects appeal
A contribution of £25,000 was received in August 2008 towards the construction of Rowan Court and, in compliance with the terms of the award, is being written off over the property's expected useful life of 50 years.

ELMS project
A contribution of £96,819 was received in 2015/16 towards the project for the redevelopment of rooms within the Roe Head building to install multi-sensory equipment for use by both adults and children.

Courtyard project
Contributions totalling £36,322 in 2019/20, £25,160 in 2018/19, £26,500 in 2017/18 and £32,375 in 2016/17 were received towards the project for the development of the courtyard for use mainly by adults and children.

Other income received
Restricted funds received and spent during 2021/22 amounted to £25,679. These have been transferred to unrestricted funds.

Legacy
Cheques to the value of £10,163 were received in 2019/20 and a cheque to the value of £94,905 was accounted for in 2018/19 from a legacy of a former member of staff. These monies are restricted for use at Rowan Court.

Details concerning the Endowment Fund can be found in the Trustee Directors' annual report on page 22.

Unrestricted funds are funds that are free to be used in accordance with the charitable objects of the Trust. There are no designated funds as at 31 March 2022 *(2021: £nil).*

There are no other recognised gains or losses that have not been dealt with in the Statement of Financial Activities as set out on page 28.

HOLLYBANK TRUST

England & Wales - Charity number 1043129

Accounts



What a year!

Hollybank Trust

Registered charity number 1043129

Annual report and accounts
for the year ended 31 March 2021

Hollybank
Quality of life, for life

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Keeping people safe and well



As a charity, we pride ourselves on placing the children, young people and adults we care for at the heart of everything we do – and we were determined not to let a global pandemic stop us!

We have navigated our way through the pandemic by keeping our focus on one thing: keeping the people who live with us safe and healthy. Everyone pulled together because we wanted the same thing.

One of the things that makes Hollybank so special is our community feel. Unfortunately, having spent years successfully breaking down silos across the Trust, we were quickly forced to reinstate them, restricting all movement on our sites and closing all shared facilities, such as our hydrotherapy centre, enrichment day services, short breaks, respite and Treetops cafe.

Improving quality of life during a pandemic

Of course, keeping people physically well is only half of our story. Hollybank's ethos is about providing quality of life, for life and we know that providing exceptional care is about more than just meeting people's daily needs. Over the past twelve months we have completely changed the way we work and found new ways of doing things, so that we could continue to give people the opportunity to explore their interests and enjoy life - despite the many restrictions placed upon us as a result of the pandemic.

Being unable to see loved ones for extended periods of time has been extremely challenging for everyone who lives with us. We have turned to technology to help us keep these lines of communication open – using video calling when face to face family visits haven't been possible. It's not the same, but it's something. We will never fully appreciate the heartache that our families have been through – separated from their loved ones during an already uncertain time. We would like to extend our gratitude to them for their unwavering support. We cannot give people back the time that they have lost, but we will continue to do all that we can to keep everyone who lives and learns here safe.

"We'll never be able to thank you enough, never be able to repay our debt of gratitude to you for managing at this exceptional time."
Taken from a parent's letter, 2020



Covid-19 facts and figures



*and rising

22,680 Covid-19 tests completed*

*approximately

10k hours of video calls*

Close to **1m** items of PPE used

commissioned by **40** local authorities

Vaccination rates* *and rising

97/87% Residential adults / staff team

300+ Meals donated for our staff team by our supporters

Living

We have ten residential homes providing 24/7 care for people with a range of profound and multiple disabilities and sensory impairments across Yorkshire. Seven of these homes are on our main site in Mirfield, one is in Holmfirth, one in Barnsley and one near Wakefield. We currently have 103 children, young people and adults living at Hollybank across these ten homes and work with 40 local authorities.



The majority of the people we care for were required to shield and we had to restrict movement across all our homes. We quickly adopted new ways of working, which included allocating dedicated enrichment and therapy specialists to each of our homes, so that our children, young people and adults could continue to take part in the activities and pastimes they enjoy throughout the pandemic.

The people who live with us have complex medical needs and very few can communicate verbally. We are extremely humbled by the way everyone has adapted to these unprecedented circumstances, the changes to their usual routines and for accommodating the necessary hygiene protocols - including the wearing of PPE - that we had to introduce to help keep people safe.

Learning

Like every other educational establishment across the country, our 'special' school closed its doors in March 2020 and our team put the measures in place to support home learning through Hollybank at Home.



We worked with families using the 'Evidence for Learning' app to share resources and updates with parents, and video technology to 'see' our pupils. We also assigned teachers to Orchard Court, our children's home, so that we could deliver learning in a residential setting. There was not a dry eye in the house when we were able to reopen our school doors again from September 2020.

Our family support officer has been on hand throughout the pandemic, providing virtual support and guidance to not only our school families, but also the parents involved in our Little Pips support group for families with babies and toddlers with profound disabilities. There are currently 32 pupils in our school and nursery, with a growing waiting list of families wanting to join us.

We can offer fully flexible educational placements, ranging from free nursery places through to full 52-week placements. We were sadly unable to fully offer respite services between 1 April 2020 and March 2021. At 31 March 2021, 21 (2020*: 15)* school children and 11 *(2020: 12)* nursery children attended Hollybank school; and a further 3 children and young people accessed the respite service during the year. Occupancy in the children's home was 75.4% for the year *(2020: 71.4%)*.

Recruitment – and retention - during a pandemic

Providing care for more than 100 vulnerable children, young people and adults during a global pandemic presented many challenges to Hollybank, not least the need to maintain safe staffing levels.

Our staff team is close to 600 people strong. There are easier places to work than Hollybank, but few are as rewarding. The vast majority of the team are front-line social care workers, responsible for the day to day care of the children, young people and adults who live with us. It is a difficult and demanding job at the best of times – and we were navigating our way through the worst of times.

Staff turnover rates within the social care sector usually sit at around 30%* and over the past year we have had to not only manage our usual vacancies but also cover periods of staff isolation. We immediately put in place a virtual recruitment process that would help us to attract, interview, offer and induct new recruits into the Hollybank family.

It is easy to focus on the negative aspects of the pandemic, but we have been heartened to see the social care sector – and its workers – start to get the recognition it deserves. We believe that – along with our more flexible recruitment practices – this increased visibility of the social care sector and the career opportunities it offers has helped us to successfully recruit and onboard close to 200 new colleagues to the Hollybank team between April 2020 – March 2021.

Our entire staff team of 600 has worked tirelessly within the ever-changing government guidance, always putting the people who live here first, even above their own families. We are extremely grateful to everyone who works for us.

**data – Skills for Care, Oct. 2020: The state of the adult social care sector and workforce in England*

> *"I didn't know what to expect when I joined Hollybank in April 2020, it was very daunting. I had to adjust to learning a new role and get used to completely new ways of working too. I had worked from home for almost a year before I was able to come onto the main site!*
>
> *I've been impressed that we've all adapted and used technology to keep connected throughout the pandemic, and of course by the way our front-line team have kept the children, young people and adults who live and learn here safe, happy and healthy. I'm proud to work for such a caring, supportive, and innovative organisation."*



Catherine Allen
Communications Officer

Gender Pay Gap

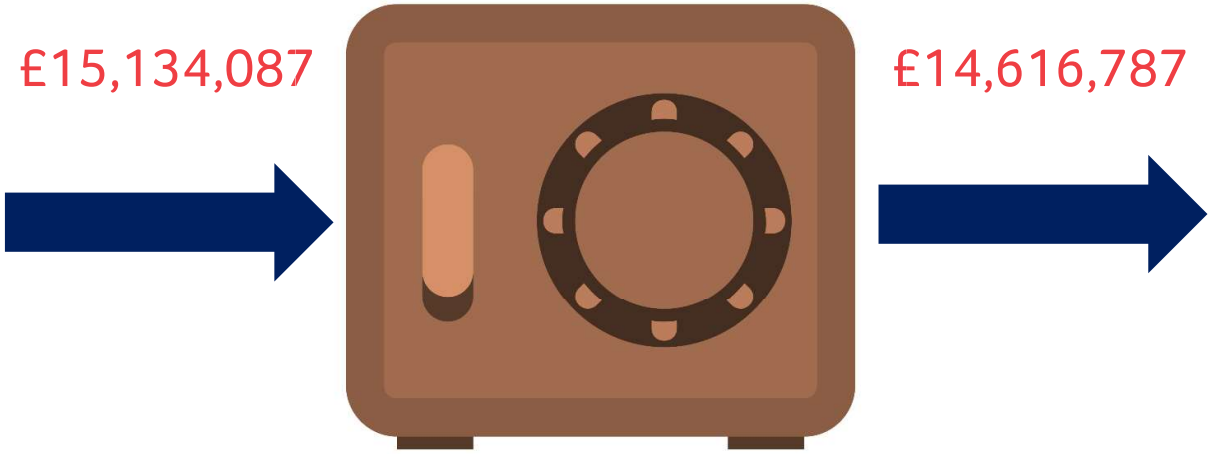
Our gender pay report is available on our website. The results of our gender pay gap review for 2020 are shown below.

Difference between men and women	Mean	Median	UK Average Mean	UK Average Median
Gender Pay Gap	0.5%	9.9%	6.5%	15.9%

Our finances at a glance

Money in..

£15,134,087

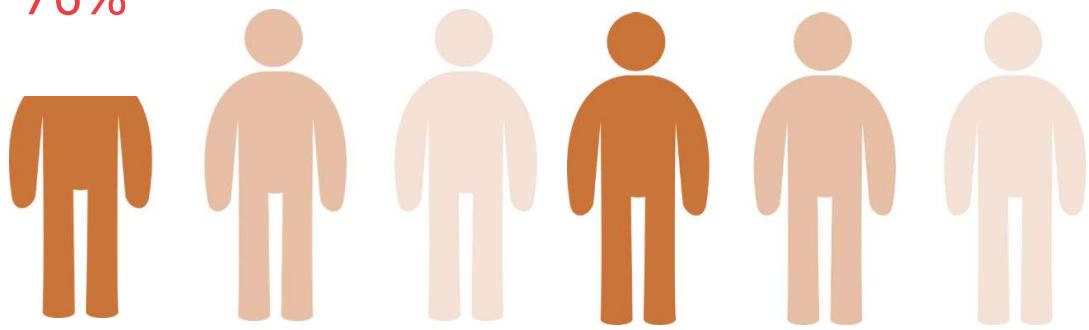


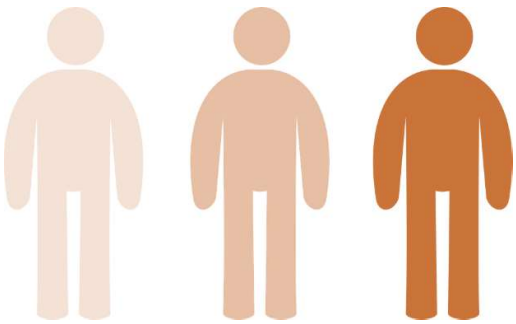
Money out...

£14,616,787

Staff costs

76%





Non-staff costs

24%



Walking in a winter wonderland



Christmas is such a magical time at Hollybank – and we were determined not to let a small matter of a global pandemic get in the way of our celebrations.

Thanks to some of our loyal, local supporters we were able to source enough outdoor festive lighting to transform Hollybank's outdoor spaces into a magical Winter Wonderland. We even managed to arrange a socially distanced visit from Santa!

And the fact that our children, young people and adults were able to visit home over the festive period, really was the icing on the (Christmas) cake! We are extremely grateful to everyone who has supported us over the past twelve months.

Digital connections

Having contact with the ones we love during the pandemic has been a lifeline for most of us and our children, young people and adults are no different. Having immediate access to Facetime and other video calling applications has been invaluable.



The technology that we have all relied on throughout lockdown to keep in touch with our friends and family, isn't as straightforward for the people who live here, due to their disabilities. Many have speech and motor limitations. They can still use technology to connect, but it needs to be adapted first. That's where our dedicated team of assistive technology experts come in. They make it easier for our people to use apps more independently, using eye tracking technology or large switches that enable people to make independent choices about when they want to contact their friends and family.

To us it's just an iPad; to the people who live & learn at Hollybank, it means independence, dignity, and freedom of choice.

iPads are used for much more than video calls across Hollybank too. They're used in our Speech and Language Therapy sessions as communication aids so that our children, young people and adults who don't use words to communicate are able to talk via the touch of a button. iPads also speak to all our other systems and enable us to install firewalls and have a fully secure tech system, right across the trust. They also help our residents to gain or maintain independence by enabling them to turn their lights on or off at the touch of a button or via a voice command.

Objectives and activities

Hollybank Trustees Limited, company number 5251731, is the corporate Trustee of Hollybank Trust. In line with the Charity's Trust Deed, the Trustee makes sure that Hollybank uses its Trust Fund and its income upon trust "for the benefit of children and adults with disabilities and with special care and or educational needs" by the following:

- The relief of those in need by the provision of residential and/or daytime accommodation and related facilities; and
- The advancement of education by the provision of a special school and/or other education and personal development facilities at Hollybank, Mirfield, and/or other suitable premises.

Public benefit

The Trustee has complied with its duty in section 17 of the Charities Act 2011, to have due regard to the guidance published by the Charity Commission and has referred to the guidance on public benefit when reviewing the aims and objectives of the Trust, and in planning our future activities.

Hollybank charges fees for the services we deliver to Local Authorities and Clinical Commissioning Groups (CCGs), as well as private purchasers. We offer to source advice on how to find independent support for those families who need it, to help them obtain funding from Local Authorities and CCGs for their family member, both for the school and for residential placements.

The aims of the Trust are clearly intended to benefit babies, children, young people and adults who have profound disabilities and critical medical conditions only. We are very conscious of our duty to deliver services, not only to those users who are educated and who live at Hollybank, but also to children, young people and adults in the wider community who fit the criteria identified in the Trust's charitable aims.

Charity number
1043129

Registered office
Far Common Road
Mirfield
West Yorkshire
WF14 0DQ

Auditor
Saffery Champness LLP
Mitre House
North Park Road
Harrogate
HG1 5RX

Banker
Lloyds Bank plc
1 Westgate
Huddersfield
HD1 2DN

Trustee
Hollybank Trustees Limited

Solicitor
Lupton Fawcett LLP
Yorkshire House
East Parade
Leeds
LS1 5BD

Insurance broker and advisor
PIB Insurance Brokers
Poppleton Grange
Low Poppleton Lane
York
YO26 6GZ

Our Trustee Directors (Directors of Hollybank Trustees Ltd)

Name		Committee membership
Clare Morrow	Chair of Trustee Directors	Chair of Quality / Nominations
John Sykes	Vice Chair of Trustee Directors	Resources / Nominations
Jenny Allen		Chair of Employment
Sara Buchan		Employment
Ruth Cherry		Resources
Michael Holt		Chair of Resources
Jane Johnston	(retired 10 September 2020)	Chair of Employment
Jonathan Jones		Chair of Nominations / Quality / Employment
Hanif Loonat		Resources
Christopher Sharp		Employment
Venkatraman Thiyagesh		Quality
Jan Thornton		Chair of Governors / Quality
David Whitehead		Resources

Our Executive Team

Position	Name
Chief Executive	Anna O'Mahony
Executive Director of Operations	Linda Christmas
Executive Director of People, Communications & Children's Services	Annabel Lane
Executive Director of Finance, IT & Estates	Louise Shute

Our Senior Management Team

Position		Name
Head of Finance		Asif Chhibda
Head of IT		Victoria Cotterill
Head of Communications		Jo Fearn
Head of Children's Services		Ailsa Moore
Head of Care Quality, Contracts & Compliance		Wendy Porter
Head of Therapy & Enrichment	(appointed 1 April 2020)	Kevan Rushby
Head of Adult Residential Services	(appointed 7 September 2020)	Sharon Tinsley
Head of People & Culture		Helen Toop
Head of Estates		Daniel Whiteley

A message from our Chair

It has been an unprecedented year, not just for Hollybank, but for the world. Like most of our peers in the health, social care and education sectors, in March 2020 Hollybank needed to change the way we operated overnight. Our primary objective shifted from providing 'quality of life' to protecting and preserving it.

Despite the pandemic, we quickly adopted a 'progress not perfection' mindset which has helped us to deliver a number of major organisational initiatives that will add real value to our organisation, despite the restrictions we have been forced to work within. We have also embarked on an ambitious three-year strategy which focuses on the growth of our services.

As a Board we are acutely aware that we are only able to look forward in this way because we have managed to keep those using our services safe and well and haven't faced the difficult funding decisions that many other charities have. However, the impact of the pandemic will be felt far and wide across the country in the months and years ahead, not least by our commissioners. As a Board we will continue to look for ways to offer exceptional value for money and deliver excellent standards of care and education to the children, young people and adults who live and learn and Hollybank. We know that there are difficult times ahead for the charity sector and public services.



"We know that change is coming and that brighter days lie ahead. We also accept that we must all learn to live with coronavirus."

Clare Morrow, Chair of Trustee Directors

We consider ourselves extremely fortunate to have been able to get to this point with minimal impact on the health and wellbeing of our children, young people and adults. What the staff team have achieved is nothing less than miraculous and their adaptability knows no bounds.

Technology had previously been more of a longer-term aspiration, than an organisational priority. Covid-19 changed that. We were all forced to embrace technology in ways that we never imagined, and we now have a more efficient and effective organisation. The equipment that people needed to work productively from home was configured and rolled out within weeks, not months, and – as an organisation who places utmost importance on quality – our training programme went virtual. With family visits not possible, we rolled out the tools needed to facilitate virtual video communications for the children, young people and adults in our care while weekly updates from the CEO direct to families helped to reassure them. Within school, we worked with families to facilitate home learning – Hollybank at Home, using the 'Evidence for learning' app to share resources and updates with parents, and video technology to 'see' our pupils.

The Trustee Directors and I are very grateful to all our colleagues who have worked so hard during the past year, often making personal sacrifices so that they could keep the people we care for safe and well. As the mother of a young woman who lives at Hollybank, I also want to extend my personal thanks and admiration to the staff team for everything they have done every day to ensure those living and learning with us have continued to have interesting and fulfilling lives despite the restrictions they have faced.

We know that change is coming and that brighter days lie ahead. We also accept that we must all learn to live with coronavirus and continue to operate in its wake. We are most certainly not out of the woods yet, but we are optimistic about the future.

A message from our CEO

No one working in social care or education could have predicted or prepared for the year we have just endured. The past twelve months have been the toughest in Hollybank's 65-year history. We have had to think innovatively, work in completely different ways and really dig deep and demonstrate our resilience and responsiveness, and I have never been prouder of what we have been able to achieve.

The vast majority of our team at Hollybank are key workers – the care, education, ELMS and therapy staff are responsible for the day to day care of the children, young people and adults who live with us and those who learn in our school. Our facilities and amenities teams keep our environments in the best possible condition with very high hygiene standards and we also have a team of people who carry out all the work that people don't see; finance, HR, IT, quality assurance, to name a few. They are difficult and demanding jobs at the best of times – and yet here we were in the worst of times!

American diplomat Henry Kissinger was quoted as saying that diamonds are chunks of coal that did well under pressure. I think one of the unexpected benefits to come out of the past year is that our key workers are finally in the spotlight and getting the recognition that they so justly deserve.

Our underlying objective has always been to provide *quality of life, for life* for each and every one of the people we provide care for. Everything we do, every business decision we make is driven by the needs of the children, young people and adults who live and learn here. Our challenge over the past fifteen months has been how we do that in the face of a global pandemic.



"One of the unexpected benefits of the pandemic is that our key workers are finally getting the recognition they deserve."

Anna O'Mahony, Chief Executive Officer

But the most upsetting thing for us was that we had to close our doors. For a long period of time, families were left unable to visit their loved ones; people were unable to use our external services, such as the hydrotherapy centre and enrichment day services; and we were unable to offer our respite and short breaks services to those families who desperately needed them.

We will never get the past twelve months back and there is no escaping the fact that it has been the most stressful, straining time for everyone associated with Hollybank Trust. That said, we have refused to let the past twelve months define us and have so much to be thankful for.

Determination, dedication, unfaltering drive and a willingness to embrace digital tools have all helped us navigate our way through the pandemic. Everyone has pulled together because we wanted the same thing: to keep the people we care for and all our staff team, families and visitors safe.

As we now start to look forward to the future, we know that the skills we have developed will help us rebuild and repair – and we will come back stronger as a result.

How we're structured

The Trust is administered by Hollybank Trustees Limited. Our Trustee Directors have a broad cross section of business, financial, legal, medical, educational, employment, marketing and communication backgrounds. Two of our Trustee Directors are parents of young people who live within Hollybank Trust.

The Trust is governed by a Declaration of Trust, dated 29 December 1994 and amended on 18 November 2002; 24 November 2004 and 20 July 2017. Our governing document is our Memorandum and Articles of Association. The latter was reviewed in 2017 and the changes approved by the Charity Commission in June 2017.

We have a comprehensive induction process for all our Trustee Directors, which includes a code of conduct, job descriptions and duties for both Trustee Directors and office holders, laid down together with the essentials of board responsibilities in a Board Code of Conduct. New Trustee Directors spend time with the Chair, Chief Executive and relevant members of the Executive Board. They have access to all relevant documents pertaining to the effective running of the Trust.

We review the roles and responsibilities of the Trustee Directors and school governors annually, as well as considering the structure of our committees and their remit. As part of this review, the skills of both Trustee Directors and school governors are discussed to ensure that they are matched to appropriate committees. This also helps us to identify skills which need to be considered in future recruitment processes.

The Trustee Directors regularly review their own strengths, weaknesses and effectiveness in relation to the objects of the Trust and our current strategy. Our Board of Trustee Directors meets formally, at least four times a year. They have overall responsibility for determining the Trust's mission and vision, overseeing our strategic direction and monitoring performance. Both safeguarding and health and safety are standing items at each meeting. All committee Terms of Reference are reviewed annually.

Trust committees

Resources
Delegated responsibility for accountability framework and all financial control systems, health and safety, risk analysis and risk management, IT, data protection and fundraising. It ensures we comply with all legal requirements relevant to finance and good practice and makes sure any Trust property is kept in a good state of repair and is adequately insured. It ensures that there is a planned maintenance schedule produced annually for the care and upkeep of all the Trust's properties.

Employment
Delegated responsibility for ensuring that the Trust complies with current legislation and good practice regarding employment issues.

Quality
Delegated responsibility for ensuring the Trust complies with all aspects of the law, relevant standards and good practice in relation to residential and respite services, safeguarding, incident management, therapy, nursing, enrichment and social and emotional support across the Trust.

Nominations
Delegated responsibility for leading the recruitment process for the Chair, Trustee Directors and the Chief Executive. Also acts as a remuneration committee for the executive team members of the Trust.

School governance

Our Board of school governors has delegated responsibility for the running of the school. The Board consists of at least one Trustee Director, as well as seven school governors. They work within detailed articles and instruments of governance. For the period 1 April 2020 – 31 March 2021, all governor meetings and link visits were conducted remotely, via Teams.

Our school is formally registered and recognised as a non-maintained special school. The school was rated Outstanding by Ofsted in 2018 and previously in 2014. Our separate children's home – Orchard Court – provides accommodation for some of the school children, the remaining children are day pupils, who may access respite provision in the children's home. The children's home was inspected in February 2020 by Ofsted and was rated as Good.

The skills represented on the Governing Body are education, health, business, social care, local authority representatives and the voluntary sector. We have two parent governors and a teacher governor to represent the school staff. Six link governors are appointed to monitor the quality of each area of the Ofsted framework: Leadership and Management, Quality of Teaching and Learning, Pupil Outcomes, Personal Development and Wellbeing, Behaviour & Safety and Early Years. The link governors report to the Governing Body quarterly and a summary of their findings is taken to the Trustee Directors by the Chair of Governors.

The Trustee Directors regularly review the risk management system to manage the key risks to which the Trust is exposed and consequently mitigate any major risks. The main elements of the Trust's systems of internal financial control include the following:

- Comprehensive short- and medium-term planning process supported by detailed income, expenditure and cash flow projections.
- Clearly defined management responsibilities and levels of authority, with formal policies for the approval and control of expenditure.
- Detailed financial control policies and procedures approved by the resources committee.
- Regular review of performance and monthly financial reports, comparing actual results with forecasts and changes in expected outcomes including key performance indicators (KPIs).
- An external annual review of financial controls and processes is carried out, which includes a more in-depth look at the financial procedures relating to a specific area of the Trust. A report from this annual review, including recommendations about improvements, is made to the resources committee, which considers the outcomes as part of the process of satisfying the adequacy of the systems of internal financial controls.

The Chief Executive leads the executive team, which comprises: the Chief Executive, Executive Director of Operations, Executive Director of Finance, IT and Estates; and the Executive Director of People, Communication and Children's Services. The team considers the longer-term strategic direction and risks of the Trust.

Fundraising Activities

Our fundraising activities undergo financial audits carried out by external inspectors. The Trust is a member of the Fundraising Regulator and was previously a member of the Fundraising Standards Board. There have been no formal complaints received. The Trust does not use telephone fundraising, cold calling or door to door fundraising as methods of raising income. The Trust does not use external consultancy or commission-based fundraisers.

We have just embarked on our new business strategy which outlines our four priorities over the next three years



Priority 1: engagement

We include everyone. It's important that we get better at involving the children, young people and adults, their families and other stakeholders and our colleagues in what we do. We want to hear what people think and make sure their views are represented in everything we do. That's key to us developing a positive culture that will help us provide better services.

Priority 2: governance and compliance

We want to be the best. To be the best we need to drive up standards and the quality of the care and education we deliver. We will do this by giving colleagues the tools they need to do their job well, and by having the right policies and procedures in place. We will check how we're doing through regular, robust audits and feedback received.

Priority 3: learning and development

Every day is a school day. We want to make it easier for our colleagues to embrace learning so they can do a great job every day for the children, young people and adults they work with. Not everyone learns the same way, so we'll combine face-to-face training with e-learning. We'll get better at helping people see what their future looks like too with clearly defined career pathways.

Priority 4: growth

Demand for our services is growing – that's great news! We need to make sure that we can accommodate this increased need for our services. We will look for ways to develop our children's services, the way we support people as they transition from school to residential care and the availability of our adult residential provision.



QUALITY
We want to deliver a first-class service, every time, that's why we have high expectations of ourselves, and others



SUSTAINABILITY
We want to be around for years to come, so everything we do is in the long-term interests of Hollybank



CULTURE & REPUTATION
We care about what people think of us – not just our colleagues, but also families, supporters and the wider community too

We take pride in the quality of the care we provide. Our main inspection bodies are the CQC and Ofsted. With all inspection visits suspended over the past year, due to the pandemic, our performance in relation to regulated activities remains unchanged.

	Inspection date	Inspection body	Rating
Poplars	Feb 2020	CQC	Good
Orchard Court (Children)	Feb 2020	Ofsted	Good
Rowan Court	Jan 2020	CQC	Requires Improvement
Willow Court	Jun 2019	CQC	Good
Orchard Court (Adults)	May 2019	CQC	Outstanding
Oak House	May 2019	CQC	Good
Beeches	May 2019	CQC	Good
Conkers	Dec 2018	CQC	Good
Hollybank School	Oct 2018	Ofsted	Outstanding
Holly Court	Apr 2018	CQC	Good
Sycamores	Apr 2018	CQC	Good

The principal source of income comes from fees and charges, mainly from Public Bodies, for the educational, medical/therapeutic and residential services provided by the Trust. The Trust also receives certain direct grant funding from the Education Funding Agency, the Department of Education and Skills, legacies, donations from events and fundraising activities as well as major fundraising appeals for specific projects.

The total incoming resources of the Trust for the year were £15,134k *(2020: £14,519k),* demonstrating a 4.2% increase of £615k. Included within this are incoming resources from charitable activities which have increased by 2.5% to £14,502k *(2020: £14,150k)*, the main reasons being:

- Residential services income has increased by £450k to £13,459k *(2020: £13,009k)*. This is due to higher occupancy levels and an increase in fees achieved. However, we unfortunately had to close our respite provision due to Covid-19 restrictions, which resulted in a decrease in respite income of £224k.
- School income has increased by £135k to £1,023k *(2020: £888k)* due to an increase in pupil numbers.
- Enrichment services income has decreased by £233k to £20k *(2020: £253k)* as we unfortunately had to close our services to external users due to Covid-19 restrictions.

Income from legacies and donations has decreased by £46k to £71k *(2020: £117k)* as a result of not being able to run fundraising events due to Covid-19 restrictions. Investment income has decreased by £3k to £24k *(2020: £27k)*. Other income has increased by £313k to £537k *(2020: £224k)* due to Covid-19 related grants received to cover the cost of PPE and increased IPC measures that have been implemented.

The cost of raising donations and legacy income was £9k *(2020: £170k)*, which excludes central allocations of £nil *(2020: £36k)*. In early 2020, we conducted a comprehensive review and restructure of our fundraising activities, resulting in two redundancies. Also, due to Covid-19, there has been no fundraising events in the year.

The cost of charitable activities for the year was £14,583k *(2020: £14,018k),* an increase of £565k. The movement in costs is mostly made up of an increase in other direct services costs, reflecting a significant increase in PPE and IPC related costs as a result of Covid-19 (circa. £135k) and an increase in estate related costs (circa. £140k); and an increase in support costs which include circa. £100k spent on staff vouchers given as a thank you to staff for their efforts during the pandemic, circa. £100k spent on new payroll, HR and time and attendance systems which were implemented during the year and circa. £200k on IT equipment and network security to enable agile working as a result of the pandemic. This was offset by a reduction in other costs of charitable activities of £106k.

Governance costs of £25k *(2020: £21k)* have not been allocated against charitable activities as management do not consider these costs to represent a day to day operating cost of the Trust. As such, they have been recognised as a separately identifiable expense in the Statement of Financial Activities.

Net income for the financial year is £517k (2020: £310k), demonstrating an increase of £207k.

The balance sheet shows that at 31 March 2021, the total funds of the Trust were £23,319k *(2020: £22,794k)*.

Investments

The Trustee Directors have responsibility for Trust investments, to act in accordance with the Trustees Act 2000, and the Trust's own investment policy. They regularly consider the appropriateness of Trust investments and it is the current policy of the Trustee Directors to hold endowed funds in a suitable investment fund to produce an appropriate mix of income and capital growth.

The endowed funds are invested in COIF Charities Investment Fund – Income Units, managed by CCLA Investment Managers Ltd. The value of investments at 31 March 2021 was £42k *(2020: £35k)* and the Trust received dividends of £1k *(2020: £1k)* in the year. The Trustee Directors consider that the investments met the set performance objectives.
School fees are charged and payable each school term meaning the Trust has periods in the year when it has surplus funds. These periods are relatively short term (two to three months), and these surplus funds are offset against bank loans before the application of any interest charges.

Reserves policy

At 31 March 2021, the Trust had free reserves of £1,888k *(2020: £1,362k)*. Free reserves are the unrestricted funds of the Trust, less the value of tangible fixed assets bought out of unrestricted funds, adjusted for any attributable long term financing.

The Trust utilises reserves to finance significant investment in land, buildings, fixtures, fittings, vehicles and equipment in order to maintain and further develop the service level it provides. This development has continued during the year with investment in the year of £334k *(2020: £644k)* in tangible fixed assets which was met from free reserves, voluntary income and loans.

Levels of income and expenditure are not usually subject to material fluctuations in the short term and can be forecast with a reasonable degree of certainty. Business interruption insurance (24 months' loss of income) is also in place. The Trustee Directors regularly review the reserve levels. The current policy to ensure adequate reserves is based on a risk-based approach. Trading risk, other operational risks and significant likely investments are estimated considering existing commitments and planned future activities. Free reserves at 31 March 2021 substantially exceed the estimated net risk.

Risk Management

The Trustee operates comprehensive risk management processes through its various committees. It is a standing agenda item on the fortnightly meetings of both the executive team and the senior management team; monthly meetings of the joint executive and senior management team; quarterly meetings of the Resources Committee; and quarterly meetings of the Trustee Board.

Key risks facing the Trust are: Covid-19, the management of serious incidents, safeguarding, regulatory compliance, health and safety, public sector funding and its impact on service user numbers, reduction in occupancy, impact of the national living wage and pension increases, the replacement of legacy IT systems, people management and capacity.

We have plans in place to address these risks, including stability in future income and completion of investment in IT systems. The Trust's policies for regulatory compliance and safeguarding mitigate against the risks faced in this area.

Plans for future periods

The immediate focus is on continuing to manage well the risks associated with Covid-19 which we continue to recognise will be with us for the long term. These include staffing and recruitment, changes in government guidance and regulation and the risks associated with restrictions being lifted in the community.

More broadly, we are continuing to experience growing demand for the services we offer and have begun modelling what demand is likely to look like over the next decade. We have started to scope plans for a new school to accommodate a significant rise in demand for places over the next few years. We are also prioritising the need for additional space in which to provide respite for children and adults, which is another area of growing demand which we currently have limited capacity to fulfil.

These developments will require significant funding to be raised and this will be a key focus of the year ahead.

Signed on behalf of the Trustee:

Claire Morrow

C Morrow
Chair of Hollybank Trustees Limited

6 September 2021

Trustee responsibilities

The Trustee Directors are responsible for preparing the Trustee's report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period.

In preparing these financial statements, the Trustee Directors are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP (FRS102)
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The Trustee Directors are responsible for keeping proper 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 Charities Act 2011, and applicable accounting regulations. 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.

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

Independent auditor's report

Opinion

We have audited the financial statements of Hollybank Trust for the year ended 31 March 2021 which comprise the statement of financial activities, balance sheet and cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2021 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 Auditors' 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's 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 twelve months from when the financial statements are authorised for issue.

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

Other information

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

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

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 Trustee's annual report is inconsistent in any material respect with the financial statements; or
- the charity has not kept sufficient accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustee

As explained more fully in the Trustee's Responsibilities Statement set out on page 18, the Trustee is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustee determines 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 Trustee is 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 Trustee either intends to liquidate the charity or to cease operations, or has no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditors under the Charities Act 2011 and report in accordance with regulations made under that 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 auditors' 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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charity's financial statements to material misstatement and how fraud might occur, including through discussions with the Trustee Directors, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charity by discussions with Trustee Directors and updating our understanding of the sector in which the charity operates.

Laws and regulations of direct significance in the context of the charity include the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008, the Care Quality Commission, Ofsted and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charity's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charity's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: 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 Trustee, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the Trustee those matters we are required to state to it 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 and the Trustee as a body, for our audit work, for this report, or for the opinions we have formed.

Saffery Champness LLP

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Saffery Champness LLP, Mitre House, North Park Road, Harrogate, HG1 5RX

Chartered Accountants and Statutory Auditors

Date: 25 November 2021

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Statement of financial activities

for the year ended 31 March 2021

	Note	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Endowment Fund 2021 £	Total Funds 2021 £	Total Funds 2020 £
Income and endowments from:						
Donations and legacies	2	**29,141**	**42,160**	**-**	**71,301**	116,924
Charitable activities	2	**14,502,176**	**-**	**-**	**14,502,176**	14,150,596
Investments	2	**22,835**	**-**	**1,238**	**24,073**	26,884
Other	2	**536,537**	**-**	**-**	**536,537**	224,266
Total income	2	**15,090,689**	**42,160**	**1,238**	**15,134,087**	14,518,670
Expenditure on:						
Raising funds	3	**7,562**	**-**	**1,238**	**8,800**	170,491
Charitable activities	4	**14,550,667**	**32,067**	**-**	**14,582,734**	14,018,054
Other	6	**25,253**	**-**	**-**	**25,253**	20,594
Total expenditure		**14,583,482**	**32,067**	**1,238**	**14,616,787**	14,209,139
Net income		**507,207**	**10,093**	**-**	**517,300**	309,531
Other recognised gains/(losses):						
Transfers between funds	15	**61,529**	**(61,529)**	**-**	**-**	-
Gain/(loss) on revaluation of investment	10	**-**	**-**	**7,259**	**7,259**	(1,061)
Net movement in funds		**568,736**	**(51,436)**	**7,259**	**524,559**	308,470
Reconciliation of funds						
Fund balances brought forward at 1 April 2020	15	**22,062,400**	**696,704**	**35,131**	**22,794,235**	22,485,765
Fund balances carried forward at 31 March 2021	15	**22,631,136**	**645,268**	**42,390**	**23,318,794**	22,794,235

The above results derive from continuing activities.

The notes on pages 27 to 40 form part of these financial statements.

Balance sheet

at 31 March 2021

	Note	£	2021 £	£	2020 £
Fixed assets					
Tangible fixed assets	*9*		**22,070,714**		22,355,001
Investments	*10*		**42,390**		35,131
			22,113,104		22,390,132
Current assets					
Debtors	*11*	**1,427,149**		1,732,331	
Cash at bank and in hand		**3,160,310**		1,864,787	
		4,587,459		3,597,118	
Liabilities: amounts falling due within one year	*12*	**(2,900,392)**		(2,477,691)	
Net curent assets			**1,687,067**		1,119,427
Total assets less current liabilities			**23,800,171**		23,509,559
Liabilities: amounts falling due after more than one year	*13*		**(481,377)**		(715,324)
Net assets			**23,318,794**		22,794,235
Funds					
Unrestricted funds	*15*		**22,631,136**		22,062,400
Restricted funds	*15*		**645,268**		696,704
Endowment fund	*15*		**42,390**		35,131
Total charity funds			**23,318,794**		22,794,235

Approved by the Trustee Board on 6 September 2021 and signed on its behalf by:

Claire Morrow

C Morrow
Chair of Hollybank Trustees Limited

The notes on pages 27 to 40 form part of these financial statements.

Cash flow statement

for the year ended 31 March 2021

	Note	2021 £	2020 £
Net cash used in operating activities	*1*	**1,890,403**	(1,094,727)
Cash flows from investing activities			
Purchase of tangible fixed assets		**(334,226)**	(644,073)
Disposal of tangible fixed assets		**15,592**	-
Net cash used by investing activities		**(318,634)**	(644,073)
Cash flows from financing activities			
Repayment of borrowing		**(276,246)**	(410,656)
Net cash used in financing activities		**(276,246)**	(410,656)
Change in cash and cash equivalents in the period		**1,295,523**	(2,149,456)
Cash and cash equivalents at the beginning of the period		**1,864,787**	4,014,243
Cash and cash equivalents at the end of the period		**3,160,310**	1,864,787

The notes on pages 27 to 40 form part of these financial statements.

Cash flow notes

1 Reconciliation of net cash used in operating activities

	2021 £	2020 £
Net incoming resources	**517,300**	309,531
Depreciation	**602,921**	631,897
Decrease/(increase) in debtors	**305,182**	(397,140)
Increase/(decrease) in creditors	**465,000**	(1,639,015)
Cash flow from operating activities	**1,890,403**	(1,094,727)

2 Analysis of changes in net debt

	At 1 April 2020 £	Cash flows £	Other non-cash changes £	At 31 March 2021 £
Cash	1,864,787	1,295,523	-	3,160,310
Loans falling due within one year	(297,440)	59,547	5,587	(232,306)
Loans falling due after more than one year	(715,324)	216,699	17,248	(481,377)
Finance lease obligations	(343,341)	33,314	-	(310,027)
	508,682	1,605,083	22,835	2,136,600

Other notes...

Notes

(forming part of the financial statements)

1 Accounting policies

Hollybank Trust (the "Trust") is an unincorporated charity.

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at historic cost modified by the adoption of measuring investment assets and freehold property on a revaluation basis. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (the "Charity SORP") preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

Going concern

The financial statements have been prepared on a going concern basis as the Trustee Directors believe that no material uncertainties exist. The Trust's business activities together with the factors likely to affect its future performance and development are detailed in the annual report. It is the view of the Trustee Directors that the Trust is well placed to manage its business risks successfully. This is evidenced in the financial statements, cash flow and liquidity position as stated in this annual report. In addition, the Trust has robust policies and procedures for managing its reserves and its financial risk management objectives. The Trustee Directors have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future and they therefore continue to adopt the going concern basis of accounting in preparing the annual financial statements.

The most significant areas of uncertainty that affect the Trust are Covid-19 as discussed in the annual report; the levels of investment return; key judgements around property valuation and provisions; the impact of the national living wage and pension increases; public sector funding and its impact on service user numbers.

Incoming resources

Income from grants and fees are matched to the periods for which the services are provided and any such income, not expended by the end of the financial year, is carried forward as deferred income.

All donations and grants towards asset purchases, income from fundraising events, and investment income are treated as income in the year receivable. Legacy income is included either when received or, if before receipt, there is reasonable certainty that the legacy will be received and that the value receivable can be measured with sufficient reliability.

Notes *(continued)*

1 Accounting policies *(continued)*

Fixed assets and depreciation
Depreciation is provided by the Trust to write off the cost less the estimated residual value of tangible fixed assets by equal instalments over their estimated useful economic lives as follows:

Freehold land	-	nil
Freehold buildings	-	2% per annum
Equipment, fixtures and fittings	-	20% - 33% per annum
Motor vehicles	-	12.5% - 25% per annum

A policy of revaluation exists for freehold land and buildings. Valuations are performed by external valuation specialists.

A surplus on book value is transferred to unrestricted funds. A deficit is recognised when the book value exceeds its valued amount. Such losses are recognised in the Statement of Financial Activities unless it arises on a previously revalued asset. A deficit on a revalued asset is recognised from any aggregate surplus relating to that asset. Where there is no such surplus or if the carrying value may not be recoverable, and the deficit or impairment is deemed permanent, it is charged to the Statement of Financial Activities.

Land and buildings in the course of construction or conversion are not depreciated until brought into use.

Plant, equipment, furnishings, fixtures, fittings and other tangible fixed assets, with a value of less than £5,000, are written off as consumables in the year of purchase.

Tangible fixed assets are subject to review on a regular basis to ensure that there has been no impairment and that the value included in assets is fair and reasonable.

Leases
Assets acquired under finance leases or hire purchase agreements are capitalised and the outstanding future obligations are shown in creditors. Operating lease rentals are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Resources expended
All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a staff time basis. No amounts have been included in the financial statements for services donated by volunteers.

Notes *(continued)*

1 Accounting policies *(continued)*

VAT
The Trust's activities are classified as exempt or non-business activities for the purposes of VAT and therefore any VAT charged on purchases is a cost to the Trust and is included in the relevant costs heading in the Statement of Financial Activities.

Investments
Investments are stated at market value at the balance sheet date. Changes made to the balance sheet market values are reflected in the Statement of Financial Activities together with realised profits and losses on sales of investments during the year.

Fund structure
The Trust's funds are held in the following separate funds:

a) Unrestricted fund
This fund represents the unrestricted funds that the Trustee is free to use in accordance with the charitable objects of the Trust.

b) Restricted funds
These funds represent donations, grants and fundraising income from events and appeals for a specific purpose. The income is spent on providing land and buildings, equipment, facilities and social activities for the benefit of our children, young people and adults. Further details can be found in note 15(b).

c) Permanent endowment fund
This is a permanent endowment fund, the income of which is restricted to the provision of additional benefits for our school students.

Tax
The Trust is considered to pass the tests set out in paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable trust for UK income tax purposes. Accordingly, the Trust is potentially exempt from taxation in respect of income or capital gains within categories covered by Part 10 of the Income Tax Act 2007 or section 256 of The Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied to charitable purposes.

Notes *(continued)*

1 Accounting policies *(continued)*

Basic financial instruments:

Trade and other debtors / creditors
Trade and other debtors are recognised initially at transaction price less attributable transaction costs. Trade and other creditors are recognised initially at transaction price plus attributable transaction costs. Subsequent to initial recognition, they are measured at amortised cost using the effective interest method, less any impairment losses in the case of trade debtors. If the arrangement constitutes a financing transaction, for example if payment is deferred beyond normal business terms, then it is measured at the present value of future payments discounted at a market rate of instrument for a similar debt instrument.

Interest-bearing borrowings classified as basic financial instruments
Interest-bearing borrowings are recognised initially at the present value of future payments discounted at a market rate of interest. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method, less any impairment losses.

Cash and cash equivalents
Cash and cash equivalents comprise cash balances and call deposits. Bank overdrafts that are repayable on demand and form an integral part of the Trust's cash management are included as a component of cash and cash equivalents for the purpose only of the cash flow statement.

Other financial instruments:

Financial instruments not considered to be basic financial instruments
Other financial instruments not meeting the definition of Basic Financial Instruments are recognised initially at fair value. Subsequent to initial recognition, other financial instruments are measured at fair value with changes recognised in the Statement of Financial Activities.

Notes *(continued)*

2 Income and endowments

		Unrestricted £	Restricted £	Endowment £	2021 £	2020 £
Donations and legacy income:	Donations	**29,141**	**37,160**	**-**	**66,301**	73,625
	Fundraising events	**-**	**-**	**-**	**-**	33,136
	Legacies	**-**	**5,000**	**-**	**5,000**	10,163
Total income from legacies and donations		**29,141**	**42,160**	**-**	**71,301**	116,924
Investment income	Dividends	**-**	**-**	**1,238**	**1,238**	902
	Interest received	**22,835**	**-**	**-**	**22,835**	25,982
Total investment income		**22,835**	**-**	**1,238**	**24,073**	26,884
Charitable activities	Residential services	**13,458,988**	**-**	**-**	**13,458,988**	13,009,119
	School	**1,023,271**	**-**	**-**	**1,023,271**	888,121
	Enrichment services	**19,917**	**-**	**-**	**19,917**	253,356
Income from charitable activities		**14,502,176**	**-**	**-**	**14,502,176**	14,150,596
Other income		**536,537**	**-**	**-**	**536,537**	224,266
Total other incoming resources		**536,537**	**-**	**-**	**536,537**	224,266
Total incoming resources		**15,090,689**	**42,160**	**1,238**	**15,134,087**	14,518,670

The 2020 figures included £65,854 restricted donations and legacies.

Notes *(continued)*

3 Cost of donations and legacy income

	Unrestricted	Endowment	2021	2020
	£	£	£	£
Staff costs	**4,807**	-	**4,807**	108,916
Office and premises costs	**3,993**	-	**3,993**	13,597
Insurance	-	-	-	1,020
Motor and travel expenses	-	-	-	1,295
Depreciation	-	-	-	159
Brochures and publicity	-	-	-	2,276
Training and recruitment	-	-	-	393
Fundraising events	**(1,238)**	**1,238**	-	6,774
Support costs (note 5)	-	-	-	36,061
	7,562	**1,238**	**8,800**	170,491

The 2020 figures include £902 of fundraising costs allocated to the endowment fund.

4 Cost of charitable activities

	Unrestricted	Restricted	2021	2020
	£	£	£	£
Residential services:				
Staff costs	**8,617,118**	-	**8,617,118**	8,613,944
Depreciation	**265,109**	**504**	**265,613**	296,063
Other direct costs	**1,416,956**	-	**1,416,956**	1,164,800
Support costs (note 5)	**2,320,938**	-	**2,320,938**	1,939,437
School:				
Staff costs	**692,968**	-	**692,968**	595,535
Depreciation	**6,810**	-	**6,810**	10,714
Other direct costs	**108,129**	-	**108,129**	114,879
Support costs (note 5)	**468,796**	-	**468,796**	329,450
Enrichment services:				
Staff costs	**283,455**	-	**283,455**	431,364
Depreciation	**52,949**	**31,563**	**84,512**	97,950
Other direct services	**49,192**	-	**49,192**	110,659
Support costs (note 5)	**261,668**	-	**261,668**	201,725
Other costs of charitable activities	**6,579**	-	**6,579**	111,534
	14,550,667	**32,067**	**14,582,734**	14,018,054

The 2020 figures include £32,564 of depreciation allocated to the restricted fund.

Notes *(continued)*

5 Allocation of central support costs

	Residential services	School	Enrichment services	2021	2020
	£	**£**	**£**	**£**	£
Governance:					
Staff costs	**397,985**	**31,525**	**28,371**	**457,881**	527,012
Other costs	**52,906**	**3,304**	**3,775**	**59,985**	129,939
Finance and payroll:					
Staff costs	**206,442**	**10,954**	**14,747**	**232,143**	199,290
Other costs	**31,629**	**1,679**	**2,260**	**35,568**	45,467
People and culture:					
Staff costs	**198,113**	**37,214**	**43,783**	**279,110**	170,443
Other costs	**164,282**	**30,861**	**36,305**	**231,448**	83,355
Information technology:					
Staff costs	**108,813**	**52,062**	**8,677**	**169,552**	155,877
Other costs	**316,269**	**151,316**	**25,220**	**492,805**	190,406
Premises and amenities:					
Staff costs	**303,279**	**53,823**	**35,383**	**392,485**	368,933
Other costs	**351,145**	**62,324**	**40,970**	**454,439**	408,942
Depreciation	**190,075**	**33,734**	**22,177**	**245,986**	227,009
	2,320,938	**468,796**	**261,668**	**3,051,402**	2,506,673

6 Other costs

	2021	2020
	£	£
Audit and professional costs (see below)	**25,253**	20,594
	25,253	20,594

Fees payable to the auditors for services to the Trust (included in the above costs):

	2021	2020
	£	£
Audit	**18,623**	16,752
Tax advisory services	**5,880**	2,688

Notes *(continued)*

6 Other costs *(continued)*

Governance costs of £25,253 *(2020: £*20,594*)* have not been allocated against charitable activities as management do not consider these costs to represent a day to day operating cost of the Trust. As such, they have been recognised as a separately identifiable expense in the Statement of Financial Activities.

7 Staff costs

	2021	2020
	£	£
Wages and salaries	**9,841,404**	9,813,953
Non contractual redundancy	**-**	10,924
Social security costs	**741,784**	749,579
Pension costs (see below)	**325,670**	315,029
Agency and supply labour cost	**220,661**	281,829
	11,129,519	11,171,314

Pension costs

	2021	2020
	£	£
Defined contribution schemes	**273,959**	274,017
Defined benefit scheme (Teachers)	**51,711**	41,012
	325,670	315,029

The average number of employees (excluding agency and supply labour) during the year was as follows (full time equivalents):

		2021	2020
		No.	No.
Direct services	Residential services	**363.6**	365.1
	School	**27.7**	24.1
	Enrichment services	**19.0**	23.4
	Fundraising	**-**	2.8
Support	Governance	**4.7**	3.3
	Finance and payroll	**7.6**	7.4
	People and culture	**9.9**	6.4
	Information and technology	**5.2**	4.9
	Premises and amenities	**14.9**	15.3
		452.6	452.7

Notes *(continued)*

7 Staff costs *(continued)*

The number of employees who received emoluments, including redundancy and taxable benefits, in excess of £60,000 is as follows:

			2021	2020
			No.	No.
£70,001	-	£80,000	**3**	3
£90,001	-	£100,000	**-**	1
£100,001	-	£110,000	**1**	-

In respect of these employees, pension contributions of £23,402 *(2020: £*21,298*)* were payable by the Trust into defined contribution schemes. The key management personnel comprised of the Chief Executive, Executive Director of Finance, IT & Estates, Executive Director of People, Communications & Children's Services and the Executive Director of Operations (the executive team). In respect of these employees, the total salaries and benefits amounted to £334,320 *(2020: £*323,799*)* plus pension contributions of £23,402 *(2020: £*19,863*)*.

8 Remuneration of Trustee Directors and related party transactions

None of the Trustee Directors of Hollybank Trustees Limited received any remuneration or expenses during the year in the course of their duties as Trustee Directors *(2020: £nil)*.

Dr V Thiyagesh, a Trustee Director, provided a paediatric service free of charge to the Trust (2020*: £nil).*

Mr C Sharp, a Trustee Director, is a minor shareholder of Sharps Consultancy Limited, a company which provides recruitment services. During the year, the Trust paid for recruitment services, on an arm's length basis, amounting to £nil *(2020: £12,000)*.

9 Tangible fixed assets

	Assets under the course of construction	**Land and buildings**	**Equipment, fixtures and fittings**	**Motor vehicles**	**Total**
	£	**£**	**£**	**£**	**£**
Cost or valuation					
At beginning of year	59,612	21,603,884	5,013,953	1,088,784	27,766,233
Additions	37,363	-	263,904	32,959	334,226
Disposals	-	-	-	(139,825)	(139,825)
Transfers & write off	(37,385)	-	21,793	-	(15,592)
At end of year	59,590	21,603,884	5,299,650	981,918	27,945,042
Depreciation					
At beginning of year	-	348,426	4,460,841	601,965	5,411,232
Charge for year	-	321,005	209,120	72,796	602,921
Disposals	-	-	-	(139,825)	(139,825)
At end of year	-	669,431	4,669,961	534,936	5,874,328
Net book value					
At 31 March 2021	**59,590**	**20,934,453**	**629,689**	**446,982**	**22,070,714**
At 31 March 2020	59,612	21,255,458	553,112	486,819	22,355,001

9 Tangible fixed assets *(continued)*

The freehold land and buildings were revalued on 18 June 2019 by Ian Naylor MRICS Partner of Sanderson Weatherall, independent chartered surveyors. The valuation was prepared in accordance with the RICS Valuation – Professional Standards, January 2014 Global and UK edition, published by the Royal Institution of Chartered Surveyors ("RICS") ("the Red Book"). The valuation has been prepared on the basis of Depreciated Replacement Cost (DRC), which is defined by UKVS 1.16 of The Red Book. DRC is defined as; 'the current cost of replacing an asset with its modern equivalent asset less deductions for physical deterioration and all relevant forms of obsolescence and optimisation'. In accordance with paragraph 10.35 of the Charity SORP, the freehold land and buildings are to be valued on a rolling 5-year basis.

The historic cost of the freehold land and buildings at 31 March 2021 is £14,166,195 *(2020: £*14,166,195*)*.
Included in the net book value of freehold land and buildings is £5,815,000 *(2020: £5,815,000)* being the valuation of the land and this has not been depreciated.

10 Investments

Investments are held in COIF Charities Investment Fund – Income Units, a UK Fund, and are a permanent endowment.

	2021	2020
	£	£
Investments at market value at 31 March 2020	**35,131**	36,192
Increase/(decrease) in value	**7,259**	(1,061)
Market value at 31 March 2021	**42,390**	35,131

11 Debtors

	2021	2020
	£	£
Trade debtors	**856,350**	1,143,286
Sundry debtors and prepayments	**286,749**	175,665
Income accruals	**284,050**	413,380
	1,427,149	1,732,331

Notes *(continued)*

12 Liabilities: amounts falling due within one year

	2021	2020
	£	£
Bank loans (note 13)	**216,628**	276,175
Trade creditors	**322,607**	126,044
Financial liabilities designated at fair value through income and expenditure	**15,678**	21,265
Other creditors	**1,453,667**	1,389,908
Other taxes and social security	**199,115**	160,527
Accruals and deferred income	**692,697**	503,772
	2,900,392	2,477,691

13 Liabilities: amounts falling due after more than one year

	2021	2020
	£	£
Bank loans (see below)	**465,218**	681,917
Financial liabilities designated at fair value through income and expenditure	**16,159**	33,407
	481,377	715,324

The bank loans are secured by a first charge on the freehold land and buildings, which have a net book value at 31 March 2021 of £20,934,453. The bank loans are payable by instalments as follows:

	2021	2020
	£	£
Within one year (note 12)	**216,628**	276,175
In the second to fifth year	**465,218**	681,917
	681,846	**958,092**

Fair value of financial instruments

The bank loan agreements allow for the set off of any credit balances on the Trust bank current accounts against two of the loans before the calculation of interest. The rate of interest chargeable on these bank loans is 1.76% over base rate.

Financial liabilities designated at fair value through income and expenditure relate to an interest rate swap financial derivative used to hedge the interest risk on two long term loans. The contract is due to mature in February 2024.

The fair value of the interest rate swap is estimated by discounting the difference between the cumulative contractual interest paid and the fair value of the cumulative interest paid at the maturity of the contract. The financial instrument has been identified as a level 2 instrument.

The instrument has a carrying liability of £31,837 as at 31 March 2021 *(2020: £*54,672*).* The reduction in the liability of £22,835 *(2020: £*15,168*)* has been recognised through the Statement of Financial Activities.

Notes *(continued)*

14 Commitments

At 31 March 2021, the Trust had capital commitments of £40,634 *(2020: £13,501).*

At 31 March 2021, the Trust had outstanding commitments for future minimum lease payments under non-cancellable operating leases as follows:

Other	**2021**	2020
	£	£
Within one year	**69,451**	73,176
In the second to fifth year	**196,945**	205,593
Over five years	**43,631**	64,572
	310,027	343,341

15 Funds

a) Analysis of net assets between funds

	Tangible fixed assets	**Investments**	**Net current assets**	**Liabilities due after more than one year**	**Total**
Restricted and endowment funds	**£**	**£**	**£**	**£**	**£**
Fundraising account	645,268	-	-	-	**645,268**
Huddersfield Charity for Children (previous registration number 221357) endowment fund	-	42,390	-	-	**42,390**
	645,268	42,390	-	-	**687,658**
Unrestricted funds	21,425,446	-	1,687,067	(481,377)	**22,631,136**
	22,070,714	**42,390**	**1,687,067**	**(481,377)**	**23,318,794**

For the year ended 31 March 2020:

	Tangible fixed assets	**Investments**	**Net current assets**	**Liabilities due after more than one year**	**Total**
Restricted and endowment funds	**£**	**£**	**£**	**£**	**£**
Fundraising account	696,704	-	-	-	**696,704**
Huddersfield Charity for Children (previous registration number 221357) endowment fund	-	35,131	-	-	**35,131**
	696,704	35,131	-	-	**731,835**
Unrestricted funds	21,658,297	-	1,119,427	(715,324)	**22,062,400**
	22,355,001	**35,131**	**1,119,427**	**(715,324)**	**22,794,235**

Notes *(continued)*

15 Funds *(continued)*

b) Summary of fund movements

	Fund balances brought forward	Incoming resources	Outgoing resources	Revaluation of investment	Transfers	Fund balances carried forward
	£	£	£	£	£	£
Restricted funds						
Bradbury therapy centre	**415,639**	**-**	**(11,604)**	**-**	**-**	**404,035**
Transition projects appeal	**19,680**	**-**	**(504)**	**-**	**-**	**19,176**
ELMS project	**17,571**	**-**	**(17,571)**	**-**	**-**	**-**
Courtyard project	**119,377**	**-**	**(2,388)**	**-**	**-**	**116,989**
Legacy for Rowan Court	**105,068**	**-**	**-**	**-**	**-**	**105,068**
Other income received	**19,369**	**42,160**	**-**	**-**	**(61,529)**	**-**
Restricted funds	696,704	42,160	(32,067)	-	(61,529)	645,268
Endowment fund	35,131	1,238	(1,238)	7,259	-	42,390
Unrestricted funds	22,062,400	15,090,689	(14,583,482)	-	61,529	22,631,136
	22,794,235	**15,134,087**	**(14,616,787)**	**7,259**	**-**	**23,318,794**

For the year ended 31 March 2020:

	Fund balances brought forward	Incoming resources	Outgoing resources	Revaluation of investment	Fund balances carried forward
	£	£	£	£	£
Restricted funds					
Bradbury therapy centre	**427,243**	**-**	**(11,604)**	**-**	**415,639**
Transition projects appeal	**20,184**	**-**	**(504)**	**-**	**19,680**
ELMS project	**37,047**	**-**	**(19,476)**	**-**	**17,571**
Courtyard project	**84,035**	**36,322**	**(980)**	**-**	**119,377**
Legacy for Rowan Court	**94,905**	**10,163**	**-**	**-**	**105,068**
Other income received	**-**	**19,369**	**-**	**-**	**19,369**
Restricted funds	663,414	65,854	(32,564)	-	696,704
Endowment fund	36,192	902	(902)	(1,061)	35,131
Unrestricted funds	21,786,159	14,451,914	(14,175,673)	-	22,062,400
	22,485,765	**14,518,670**	**(14,209,139)**	**(1,061)**	**22,794,235**

15 Funds *(continued)*

Bradbury therapy centre
A grant of £580,000 was received in 2006 from Sport England for construction of the Bradbury therapy centre which opened in 2006 and is being written off over the expected useful life of 50 years.

Transition projects appeal
A contribution of £25,000 was received in August 2008 towards the construction of Rowan Court and, in compliance with the terms of the award, is being written off over the property's expected useful life of 50 years.

ELMS project
A contribution of £96,819 was received in 2015/16 towards the project for the redevelopment of rooms within the Roe Head building to install multi-sensory equipment for use by both adults and children.

Courtyard project
Contributions totalling £36,322 in 2019/20, £25,160 in 2018/19, £26,500 in 2017/18 and £32,375 in 2016/17 were received towards the project for the development of the courtyard for use mainly by adults and children.

Legacy
Cheques to the value of £10,163 were received in 2019/20 and a cheque to the value of £94,905 was accounted for in 2018/19 from a legacy of a former member of staff. These monies are restricted for use at Rowan Court.

Details concerning the Endowment Fund can be found in the Trustee Directors' annual report on page 16.

Unrestricted funds are funds that are free to be used in accordance with the charitable objects of the Trust. There are no designated funds as at 31 March 2021 *(2020: £nil).*

There are no other recognised gains or losses that have not been dealt with in the Statement of Financial Activities as set out on page 22.