



---

## Contents

- [Who We Are – 3](#)
- [Thank You – 4](#)
- [Who's Who – 5](#)
- [Structure, Governance, and Management – 6](#)
- [Principle Risks and Uncertainties – 7](#)
- [Messages from the Chair and CEO – 8](#)
- [Year Overview – 9](#)
- [Strategic Objectives – 10](#)
- [Services for Older People and People Living with Dementia – 11](#)
- [Services for Adults with Learning Disabilities – 11](#)
- [Services for Children with Learning Disabilities – 12](#)
- [Support Services: Transport, Outreach, and Home from Hospital – 12](#)
- [Care Homes – 13-](#)
- [Housing and Home Care – 14](#)
- [Fundraising – 15](#)
- [Our People: Ignite and Our Values – 16](#)
- [Our Volunteers – 17](#)
- [Retail – 18](#)
- [The Future – 18](#)
- [Financial Review of the Year – 19](#)
- [Summary – 23](#)
- [Raising Funds – 20](#)
  - Donations & Legacies – 20
  - Charity shops – 20
- [Charitable Activities - 20](#)
  - Residential Services – 20
  - Home Care – 20
  - Community Services – 20
- [Value for Money – 21](#)
- [Bank Funding – 21](#)
- [Reserves Policy – 21 to 22](#)
- [Statement of Disclosure of Information to Auditors – 23](#)
- [Statement of Trustees' Responsibilities – 23](#)
- [Independent Auditor's Report to the Members of Guild Care – 24-27](#)
- [Consolidated Statement of Financial Activities –28](#)
- [Consolidated Statement of Comprehensive Income –29](#)
- [Consolidated Statement of Changes in Reserves – 30](#)
- [Balance Sheet – 31](#)
- [Statement of Cash Flows – 32](#)
- [Notes to the Accounts – 33 to 49](#)

[HERO IMAGE PAGE]



---

## Who We Are

Guild Care has been making a difference to the lives of the people of Worthing and its surrounding areas since it was established by a team of dedicated volunteers in 1933.

The mission of our charity is to deliver innovative and life-changing care services that help older people, children and adults with learning disabilities, and those living with dementia and their carers to share and enjoy a richer family and community life.

To deliver this mission we run a range of community and social care services:

- Our Friendship Club offers an opportunity to socialise for the over-70s.
- Our Dementia Day Services support those living with a diagnosis of dementia and their carers.
- Our services for those with learning disabilities and other complex needs support children and adults to break down barriers and achieve independence.
- Our Home Care service supports some of the communities most vulnerable, enabling them to remain at home and within their community for as long as possible.
- Our Home from Hospital service supports people who are convalescing in their home after a medical procedure.
- Our Outreach Services support people in a myriad of ways, giving advice and signposting to different services.
- We offer sheltered accommodation for older people and supported living for adults with learning disabilities and more complex needs.

Our three care homes – Caer Gwent, Linfield House, and Haviland House – provide residential, nursing, and dementia care in safe, purpose-built environments. Each home offers a ‘home for life’, meaning that our residents will never have to leave, even if their financial situation changes. We offer a significant amount of public benefit in our care homes by providing this ‘home for life’ and a mix of funding options for those in need. Any surplus raised in our care homes is utilised to support our charitable community services and to support the people of Worthing. This financial year, the amount of public benefit donated has been £2,499,465.

Guild Care is governed by a Board of Trustees. All Trustees operate in a voluntary capacity and dedicate significant time and energy to ensuring the governance of our charity. They undergo a full induction, are voted onto the Board, and serve no more than two four-year terms. Also, our charity is a membership organisation, hosting an Annual General Meeting to update Members on our work and governance. We are grateful to our Trustees and Members for their unwavering support.

Guild Care is a charitable company limited by guarantee and regulated by the Housing and Community Association. The company was established under a Memorandum of Association which set out the objects and powers of the charitable company and it is governed under its Articles of Association. Guild Care has considered the National Housing Federation Code of Governance and has complied with the code during the year.



---

## **Thank You**

Guild Care owes a debt of gratitude to so many. Without you, we would not have been able to make life better for the people of Worthing – people who now need our services more than ever.

This year has been incredibly tough for so many people, and Guild Care, like many other charities, has had to adapt and change. We could not have done this without the help and support of our donors, volunteers, fundraisers, staff, service users, and the local community.

With you by our side we have been able to adapt and overcome. We have continued to offer support to all our service users, often in new and innovative ways.

Guild Care has a mixed income model, investing any surplus made in our care homes into supporting those who can no longer afford private care home fees and into growing and delivering a wide range of community services.

Like so many other charities and care providers, we have seen our income affected by Covid – and yet once again the community stepped up and helped us through. You continued to trust us to look after your beloved family members, you fundraised and donated, you volunteered, and you filled our charity shops with donations. We called out for you to help us and you responded with the gifts of time, love, and resources.

We have been truly moved by the support we have received. Some stories of this support will be shared in this Annual Report. We hope that you are as inspired as we have been.

---

## **Who's Who**

### **Patrons**

Tim Loughton MP

Derek Ridley

### **Trustees**

#### **Antonia Hopkins (Chair)**

Antonia became a Trustee in October 2015, having retired after 42 years in the health service. Antonia trained as a nurse and went on to develop a career in Health Visiting NHS management and commissioning. She was the former strategic lead for Health Visiting for the South East of England. Antonia was appointed as Interim Chair in December 2019 and then appointed Chair in March 2020.

#### **Guy Clinch (Deputy Chair)**

Guy joined the Board of Trustees in September 2016 and is a chartered accountant. He served as Chair of the Board of Trustees for St Barnabas Hospices for 10 years. Guy was appointed Deputy Chair in March 2020.

#### **Paul Baker**

Paul was elected to Worthing Borough Council as a Councillor for Broadwater Ward in 2016 and became Mayor of Worthing in 2018, where one of his Mayoral charities was Guild Care Haviland House, raising £5,000 during the year.

#### **Mark Davis**

Mark became a Trustee in May 2016, having taken early retirement following a career of over 30 years in the financial services industry. His background includes significant experience in customer services roles, business change and business re-engineering, and IT consultancy at a senior management level. Originally from Newcastle upon Tyne, Mark has been a resident of Worthing for the past 35 years.

#### **Eileen Houghton**

Eileen is qualified as a Chartered Accountant and before taking early retirement was a partner at Carpenter Box, accountants specialising in the charity and not for profit sector. She has held several voluntary positions, including a brief time working with a charity in Ghana. She also comes from a nursing family, with both parents being trained nurses; in fact, her mother was matron at Guild Care homes in the 1980's/90's.

#### **Cynthia Lyons**

Cynthia became a Trustee in May 2018, having retired after 32 years in health services. Cynthia trained as a consultant in public health and has spent her career working as a consultant and as the Director of Public Health for East Sussex. She was also a Board Member of the East Sussex Clinical Commissioning Groups and a statutory Chief Officer of East Sussex County Council.

#### **Rita Protopapa**

Rita joined the Board of Trustees in June 2018. She is qualified in Business Administration and developed a career within the private and public sectors. Rita loves outdoor life, reading, and travelling and has an interest in disabilities and long-term conditions.

#### **Bimal Desai**

Bimal joined the Board of Trustees in December 2020 and is a solicitor. He was a partner in a global law firm for over 22 years, based first in London and then in Dubai and Singapore. He has a keen interest in social care development and policy and enjoys tennis and sailing.

The Directors, who are the Trustees of Guild Care, present their Annual Report and Accounts for the year ended 31 March 2021. The Trustees confirm that the Annual Report and Financial Statements of the company comply with current statutory requirements, the requirements of the company's governing document, and the provisions of The Housing SORP 2014 Statement of Recommended Practice for Social Landlords and The Accounting Direction for Private Registered Providers of Social Housing 2015.

---

## **Structure, Governance, and Management**

Guild Care is a charitable company limited by guarantee and regulated by the Regulator of Social Housing. The company was established under a Memorandum of Association which set out the objects and powers of the charitable company and it is governed under its Articles of Association. Guild Care has considered the National Housing Federation Code of Governance 2015 and has complied with the code during the year. In November 2020 the updated 2020 code of governance was published. Guild Care is looking to adopt the 2020 code going forward and to address any areas of improvement required. The Board of Trustees sets the strategic direction of the charity and is responsible for its governance. Day to day operational responsibility is delegated to the Chief Executive.

The charity has in place a governance manual that sets out the parameters for the delegation of responsibility and this is reviewed on an annual basis.

Trustees hold regular Board meetings and receive copies of monthly management accounts, quarterly KPIs, and reports on performance and sector developments. Annually two meetings are set aside specifically for strategic planning and development purposes.

Within the year the Board operates regular finance sub-committee meetings which support the Trustees' decision-making.

Trustees continue to be recruited through an open process. New Trustees undergo a full induction programme and all Trustees are regularly provided with opportunities to visit services where they can talk to staff members and users of our services. Guild Care annually reviews the skills mix of the Board and plans for future retirement through the targeted recruitment of new Trustees with the right skill mix.

All Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 9 of the accounts.

Guild Care continues to give full and fair consideration to applications for employment made by disabled persons, having regard to aptitude and ability. We are also fully committed to the continuing employment and development of any person who becomes disabled whilst within our employment.

Our internal risk register highlighted the risks around cyber security and data protection. This year along with many other charities we found ourselves in a position where we needed to notify the Charity Commission of the following incident: A global cyberattack took place against Blackbaud, who host our and many other charities' databases. Whilst our donors' data was not compromised, this was a significant GDPR breach.

**Charity number: 1044658**

**Company number: 03021390**

**Housing and Community Number: LH4106**

**Principal address and registered office:** Methold House, North Street, Worthing, West Sussex, BN11 1DU

**Auditor, Crowe UK:** St Bride's House, 10 Salisbury Square, London, EC4Y 8EH

**Solicitors, Griffith Smith LLP:** 47 Old Steyne, Brighton, East Sussex, BN1 1NW

### **Senior Leadership Team**

Alex Brooks-Johnson – Chief Executive (from November 2020)

Warren Fabes – Deputy Chief Executive and Chief Financial Officer

Kevin Burke – Director of Care Homes (from December 2020)

Claire Howell – Director of Community Services

Annie Lewis – Director of Care Homes (from December 2020)

Adam Rider – Director of Retail

Amanda Tucker – Director of Fundraising, Marketing & Engagement (from January 2020)

Tracey Wadey – Director of Nursing, Clinical Governance & Quality

---

## **Principle Risks and Uncertainties**

Guild Care has in place a risk register and risk management process which enables Trustees to monitor key risks of the organisation on a regular basis. Trustees annually review the risk register before signing off the Statutory Accounts for the year.

The key risks identified are:

- Occupancy and resident mix do not align to the budget, leading to Guild Care not being able to generate enough income to sustain the work of the charity.
- A serious safeguarding incident or multiple incidents that lead to an overarching adult safeguarding review affecting the whole organisation, which if deemed appropriate could result in suspension or closure of services.
- We fail to comply with our regulators' standards of care quality and in doing so risk reduced CQC ratings or deregistration.
- Guild Care fails to implement adequate health and safety controls or keep its premises safe, which could result in a risk to health, serious injury or death of a service user, staff member, or the general public.

Internal risks are minimised through the implementation of appropriate levels of control and authorisation for all transactions and projects. Procedures are also in place to promote the health and safety of staff, volunteers, residents, tenants, customers, and visitors to all Guild Care sites. Our quality assurance framework has been developed in line with our main regulator's requirements (Care Quality Commission) to ensure the consistent quality and delivery of all operational aspects of the charity. All systems are periodically reviewed to ensure they continue to meet the needs of the charity.

During this financial year, none of our regulated services were inspected, but we have invested heavily in our systems and processes and are confident that the services which had their ratings reduced from 'Good' to 'Requires Improvement' during the previous financial year will see significant improvement.

As we head into the new financial year, the impact of Covid continues to have ramifications nowhere more so than in our dementia care home, Haviland House, which was closed to admissions for several months because of the pandemic. Upon re-opening after this difficult time and as the immediate pressure of Covid subsided, we discovered through our own internal audits concerns surrounding several incidents which had not been dealt with to our own high standards and procedures.

As such, we took the difficult decision to pause new admissions into the home whilst we undertook our own more detailed internal investigations and developed an improvement plan.

Lots of progress is being made on this improvement plan, and we anticipate being able to open again to admissions in the near future.

Annie Lewis, our Director of Care Homes, along with the help of the Quality and Assurance Team, has been working closely with Haviland House to oversee the plan and provide direction and support to residents, staff, and family members.

Like all other organisations, Guild Care had to quickly respond to and live with the Covid-19 outbreak throughout this financial year. As a social care provider working with vulnerable older people and adults and children with learning disabilities, this was a particularly challenging time and the risk to those we work with and support became increasingly high.

The Senior Leadership Team and the Board of Trustees took the decision to meet weekly and implemented a Covid-19 specific risk register, a Covid-19 Organisation Policy and Procedures, and a Covid-19 Risk Assessment. This approach ensured that transparency was maintained around all identified risks.



---

## Message from the Chair

Like so many charities, Guild Care has been affected and changed by the impact of the Covid-19 global pandemic. What has not changed is the passion and dedication of our staff, our volunteers, our supporters, and the community that we serve.

The impact of Covid has had a significant impact on so many people and our thoughts are with those for whom this year brought personal loss. I particularly want to extend my sympathies and heartfelt condolences to the families and staff who have lost a loved one.

This year has brought significant changes and challenges for Guild Care. Within our care homes, due to the restrictions imposed upon us by the pandemic, relatives and friends were unable to visit their loved ones. We were unable to deliver our community services face-to-face, however, thanks to innovative new solutions and the dedication of staff, services continued to operate where many other service providers could not. Many staff worked from home, learning much more about new ways of using technology in the workplace. Many of our staff were furloughed, and unfortunately due to financial pressures, the organisation underwent a significant restructure and we sadly lost many valued members of staff.

I also want to thank those of you who trusted us to look after your loved ones in this difficult year; a year where the stress and anxiety of the external situation was exacerbated by the fact you were unable to visit your loved ones, hold their hands, and reassure them. We thank you for the trust that you placed in us and thank you for your support as we did all we could to ensure the safety of our residents whilst supporting families to remain in contact.

Together with the external changes that we have all had to face, Guild Care has also seen significant internal change. Suzanne Millard, our Chief Executive, retired and was replaced by Alex Brooks-Johnson who, after a short period as Interim Chief Executive, was offered the position permanently in November. His strong leadership has led us through this tumultuous year. At the centre of his vision is the drive for Guild Care to become a values-led charity in a changing local and national social care environment.

I hope that, despite all the challenges we have faced this year, we can look forward to a bright future for Guild Care which is at the heart of Worthing. This can only happen with your ongoing support and the dedication of our staff to continue to provide needs-led and high-quality services for the community.

## Message from the CEO

There has never been a more exciting or challenging time to join a charity whose purpose is to deliver innovative and life-changing care services; services that help older people, children and adults with learning disabilities, and those living with dementia, allowing them to enjoy a richer family and community life.

Social care has always been a wide and varied field with providers offering voluntary, private, and statutory funded services – services that range in accessibility, quality of care, and consistency. Guild Care, as one of the largest social care providers in Worthing, has a responsibility to drive the change required to ensure that everyone has access to the highest quality affordable care as and when they need it.

The government's recent '[Integration and innovation: working together to improve health and social care for all](https://www.gov.uk/government/publications/working-together-to-improve-health-and-social-care-for-all/integration-and-innovation-working-together-to-improve-health-and-social-care-for-all-html-version)'<sup>1</sup> white paper calls for health and social care providers to work together to support integration. Here at Guild Care we will be driving forward collaborative working and partnership opportunities so that grassroots services are working together to design a social care system that is person-centred, fair, and fit for the future.

We would not be able to be at the forefront of this change if it was not for our dedicated staff and volunteers. There is no denying that this year has been a year of challenge and significant change, but I am determined to drive forward the internal reforms that staff are crying out for, supporting them to deliver the best possible job that they are able.

We are already investing in becoming a values-based organisation, offering staff more flexibility, autonomy, and responsibility whilst providing improved opportunities, support, and training.

As we entered this financial year, Guild Care was coming to the end of its last five-year strategic plan. As CEO it is my role, alongside the Trustees and the Senior Leadership Team, to drive the future of the charity. Following an interim strategy designed to achieve stability during the pandemic, we are in the planning phase for the next five-year strategy – which will run 2022 to 2027 – and are excited for the future.

I am grateful to staff, volunteers, donors, and Guild Care's supporters for helping us to withstand the challenges this financial year has brought. I am confident that we are robust enough to take on the challenges of the future and I am excited about the upcoming opportunities to work with others. Together we will be able to influence improvements in social care for those in Worthing who need it most.

---

<sup>1</sup> Link here: <https://www.gov.uk/government/publications/working-together-to-improve-health-and-social-care-for-all/integration-and-innovation-working-together-to-improve-health-and-social-care-for-all-html-version>

---

## **Year Overview**

It has been a year of change and adaption for Guild Care.

Multiple lockdowns and constantly evolving guidance have limited what our charity can offer. Our care homes have, sometimes on a weekly basis, changed their visiting and admissions policies, and many of our community services have had to close or limit how many people they can help.

What has not changed is our staffs' passion and ingenuity, as well as the support of the local community. There are so many examples. When our care homes had to close their doors to visitors, our staff set up a digital platform for people to send in messages of support – which they did in their hundreds. When members of our community services could not meet in person, new services were set up to check in on and keep people active from a distance. When in-person tours could not be given for new residents and their loved ones, our staff created virtual tours. When our shops reopened briefly in June, Worthing's support led to their best trading day ever.

In addition to guiding Guild Care through the ongoing ramifications of the pandemic, Alex has led a culture change programme with the goal of fostering a work environment in which staff can be their best every day. In turn, this will allow Guild Care to offer its best to residents and community service users. This change is being made through 'igniting' the charity's 'BELIEF' values: Brave, Engaging, Loving, Integrity, Everyone Matters, and Free to be Me.

Despite the difficulties that have been faced, the storm has been weathered. With things now seemingly returning to some kind of 'normal', we are looking forward to the future.

## Strategic Objectives for Financial Year 2020/21

Below are the strategic objectives we set for this year in our previous Annual Report and how we performed.

Strategic Priority	Objective	End of year performance
<b>Financial stability</b>	Guild Care achieves financial stability within all key income generating services	<ul style="list-style-type: none"> <li>Guild Care took mitigating action to ensure financial stability</li> </ul>
<b>Continuous improvement and refurbishment</b>	All Guild Care owned buildings have in place a long-term renewals and maintenance plan	<ul style="list-style-type: none"> <li>A longer-term strategic housing stock plan is being developed</li> <li>A rolling programme of essential maintenance has continued because of Covid-19 restrictions</li> </ul>
<b>Increasing our levels of public benefit</b>	All Guild Care services have in place KPIs for minimum levels of public benefit which can be fairly accessed by our local community	<ul style="list-style-type: none"> <li>Guild Care provided £2.5 million in public benefit.</li> <li>44% of our care home beds were offered at affordable or state funded rates.</li> <li>2,439 individuals accessed our charitable services this financial year</li> </ul>
<b>High standard of customer satisfaction</b>	Guild Care can evidence high levels of customer satisfaction	<ul style="list-style-type: none"> <li>Our social return on investment review was delayed as a result of Covid-19</li> <li>Guild care undertook a needs analysis to assess the requirements of its customers and stakeholders</li> </ul>
<b>Investing in and engaging with staff</b>	Guild Care can evidence that it is the local employer of choice	<ul style="list-style-type: none"> <li>Guild Care implemented a culture change programme to support staff to be the best they can be every day</li> </ul>

## Our Strategic Objectives During Covid

In autumn 2020 we launched an 18-month short-term strategy. This strategy was designed to see us through the unique challenges that the pandemic imposed on the health and social care sector.

As bed occupancy was reduced and services shut, like so many charities we saw our income streams depleted whilst demand for our support in new and untested ways increased.

This new short-term strategy with just three key objectives gave us the flexibility and agility to deal with an ever-changing environment whilst planning for the future.

Objective	Achieved so far	Next steps
<b>Stability: Getting through Covid-19</b>	<ul style="list-style-type: none"> <li>Investment in bed occupancy</li> <li>Restructuring and remodelling</li> <li>New care home managers</li> </ul>	<ul style="list-style-type: none"> <li>Modernise systems and processes</li> </ul>
<b>Preparation for the next phase: Opportunities</b>	<ul style="list-style-type: none"> <li>Needs analysis</li> <li>Visioning for older people's services</li> <li>Tendered and secured funding for new older people's services</li> <li>Organisational wide strategic planning sessions</li> <li>Ignite culture change programme</li> <li>Local connections</li> </ul>	<ul style="list-style-type: none"> <li>5-year strategy</li> <li>Digital transformation</li> </ul>
<b>Recognising commercial and charity: Business model and brand building</b>	<ul style="list-style-type: none"> <li>Care home strategy sessions</li> </ul>	<ul style="list-style-type: none"> <li>Defining our proposition for our users and supporters</li> <li>Exploring access to funding models</li> </ul>

---

## **Our Services and Activities**

### **Services for Older People and People Living with Dementia**

In line with government guidelines, our charity's services for older people, such as the Friendship Club for over-70s and our dementia support services, sadly had to close in March.

However, this did not stop us from offering support during this period. In response, a new service called 'Better Together' was set up in April, which supported over 280 people.

Specifically, the service called members and carers to check in, socialise, and offer whatever support we could. Calls included singing happy birthday down the phone, reminiscing about life stories, and generally making sure everyone felt safe.

Feedback from the service was positive. One member said, "My weekly call is really needed to be able to speak to someone... to have a conversation helps me to keep going!" Another said, "I find the calls useful, sometimes I don't even recognise I have a problem until I start chatting."

Although Better Together was brilliant, we were of course thrilled to slowly bring back some of our in-person sessions.

In December members and staff of our Friendship Club, a social club for the over-70s, were thrilled to reunite. The new safety precautions did not phase members. They were greeted with festive decorations and jumpers, music, and delighted staff members. One member, Edwin, said: "It's great to be back and see old friends. It's just like before."

Our Bradbury Wellbeing Centre also reopened, offering two services. First, it brought back Time Out for Carers, which offers respite to dementia carers by providing their loved one with activities, meaningful occupation, and opportunities for socialising. The second service was the new Butterflies Club, a friendly and supportive weekly session for up to 15 members living with dementia.

Asked about the centre, the wife of one member said, "The staff have always been so brilliant, they're so kind and understanding. They don't just care for the people that go to the centre as such, they care about us as well. I've always said the staff is the biggest asset there, because they care about how we are as well as our loved ones. They're the sort of people that you feel you could, if you had a real problem, talk to them."

### **Services for Adults with Learning Disabilities**

It is harder for some adults with learning disabilities to socialise and make friends. Our Birkdale and Fitzalan Howard day centres provide care and support for them throughout the week.

Sadly, these centres closed during the first lockdown. Although they did later reopen with restricted numbers, some members who had not initially been in the 'critically vulnerable group' were told in November that they had to shield and could no longer attend the centre.

To help tackle isolation and boredom for these members, our charity provided creative activity packs filled with a selection of exercise books and arts and crafts. They were safely delivered to their homes to keep them active and ensure they continued to feel a part of the close-knit group. Members were delighted with their packs and were pleased they had something fun to do at home, with parents even phoning to express their gratitude for the kind gesture.

Our staff did a lot else to keep members' spirits up. For example, the Blah Blah Drama Group's Christmas production of Sleeping Beauty went ahead, and as an end of year treat Fitzalan members were allowed to douse staff in paint! Also, Derek the Fitzalan Elephant – who can be seen here following Covid guidelines, getting vaccinated, and celebrating Chinese New Year – helped in keeping people happy.

### **Services for Children with Learning Disabilities**

Our services for children with learning disabilities were able to return to face-to-face sessions in September, having been closed due to Covid-19. Specifically, they were able to operate at reduced capacity with six children per session.

Natalie Finn, Guild Care's Children's Services Manager, said at the time: "It was a long six months of being shut and it was so nice to see the children in person again. All of them have adapted very well to returning and accepted the extra Covid-19 procedures. It is just a shame we have only been able to return to 50% capacity, so we cannot offer all families respite at this time."

Between September and April the services gradually increased the number of children that could attend, some rising to 10. Following the Covid-19 wave at the start of 2021, none of the services closed, but all activities were based inhouse at the Ashdown Centre.

One highlight in November was a visit from Our Amazing Animal World, an organisation of animal lovers who offer a home to unwanted animals and create an educational and hands-on experience for children. The team brought with them an array of creatures, including a meerkat, a skinny pig, a hedgehog, a chinchilla, and a bearded dragon. The children were ecstatic, delighted to be able to pet, hold, and even have the animals perch on their shoulders!

Natalie said, "All of the children on the session really enjoyed the variety of creatures and they sat really nicely and appeared to engage well with all of the animals. It was so lovely to see all their smiles. It was a good session to end the half term holiday on!"

### **Support Services: Transport, Outreach, and Home from Hospital**

As our day services shut at the start of the pandemic, so did our Transport Service. Our minibuses first went back on the road when our learning disability services started to visit some members at their homes in July. Later as the lockdown restrictions eased, our Transport Team was able to provide a service for Time out for Carers and the Friendship club, albeit with a smaller number of service users to comply with the guidelines.

Our charity was given funding by West Sussex County Council to spend assisting service users during the pandemic. Following a brilliant suggestion from a member of the Community Services Team, Karan Smith, the Transport Team was enlisted to provide a service called the 'Vaccine Taxi Service'. They began assisting service users to access their vaccination appointments in February.

Because of the stresses of the pandemic, In August our Transport and Outreach teams merged. Initially, all departments in Outreach were able to work from home or pivot their use so to keep helping the community.

The Prevention Assessment Team's Support Workers were able to keep the service fully open.



The Take Home and Settle service was kept running using a small minibus. The Support Workers received training from the Transport Team and were able to keep supporting service users by taking them home from the hospital and settling them back in.

Unfortunately, at the end of March we sadly said farewell to Elisa Tembras, our Older People's Money and Advice Support Worker. As such, we also will not be running this service for the time being.

The Home from Hospital Team made a few changes to their service due to the national restrictions. Specifically, customer assessments were carried out over the phone, the service's volunteers offered doorstep food and medication deliveries, and phone calls were made instead of in person tea and chat sessions.

### **Care Homes**

Our three homes – Caer Gwent, Linfield House, and Haviland House – provide residential, nursing, and dementia care. They all boast qualities that we are proud of and were able to maintain them during the pandemic: 24/7 high-quality care and support, furnished en-suite rooms, and high staff-to-resident ratios.

In other ways we have had to change and adapt. For example, instead of offering in-person visits to potential new residents and their loved ones, we invested time in creating virtual online tours for our website.

By any stretch of the imagination, it was a difficult year. However, thanks to our residents and their loved ones, our dedicated staff, and the incredible Worthing community, there have been countless touching moments at Guild Care. These helped us during the difficult times, and we are excited to begin what will hopefully be an easier period for everyone.

Haviland House is our charity's dementia nursing care home where residents are known as 'family members'. Sadly, one much loved family member, Doreen Skilton, passed away in September. To coincide with the scattering of their mother's ashes, Doreen's family organised an ice cream van to visit Haviland House. This touching gesture was made to remember both Doreen and her late husband Cyril, who used to volunteer at the care home to be closer to his wife. One of the many kindnesses Cyril showed whilst with us was organising an ice cream van for a Haviland House summer fayre. The impact that this tender display from the Skilton family had on us cannot be understated.

Beautiful moments also occurred in and around our other care homes: Linfield House, which provides dementia care alongside general nursing care, and Caer Gwent, a care home with nursing that caters for individuals with complex health conditions.

Particularly noteworthy is the support our You've Got a Friend in Me campaign received from the Worthing community during the first lockdown. Time and time again, Worthing and its surrounding areas have demonstrated outstanding kindness and generosity. You've Got a Friend in Me created a digital space for people to send messages of support to residents when our care homes had to shut their doors to physical visitors. We were excited to see thousands of posts, interactions, and comments made.

Following this, residents were delighted to receive further messages of support via the post. For example, Orchards Junior School sent a collection of drawings of cherry blossom trees and letters. Margaret, a Caer Gwent resident, said, "These letters and pictures are just marvellous, what a lovely thing to do." With the help of staff, many residents wrote back to the schoolchildren to say thank you.

The hard work and dedication of our staff has meant that our residents and their loved ones feel safe. We have been thrilled to have positive feedback. For example, one person wrote on carehome.co.uk, "My Dad

has been a resident here since the beginning of the pandemic. This was due to his complex health care needs including Alzheimer's and Mum's need to shield. We were able to keep up contact through phone calls initially and then through Skype calls as well. Being able to see Dad and speak to him during this worrying time, was lovely. Then the time came when we were able to see him in garden visits. The love and care shown to Dad and myself was heartwarming."

Regarding Caer Gwent, one family member wrote: "I cannot speak highly enough of the care, kindness and consideration the staff have shown not only to my mum but also myself." Another shared: "All Caer Gwent staff have coped unbelievably efficiently with the extremely difficult covid-19 months. I cannot praise them enough - they all are brave, compassionate, hardworking, cheerful and so very kind. They do their job well and then go over and beyond their remit. My mum is extremely frail and has stayed safe, protected, warm and loved. As a family, we cannot ask for any more. Thank you!"

To know that the hard work and dedication our staff have demonstrated during these unprecedented times has resulted in us being able to still deliver the safe care and love we pride ourselves on is heart-warming. With the roll-out of vaccines across our homes and the world seemingly coming out of this dark period, we are looking forward to a future filled with even more positives.

## **Housing & Home Care**

### ***Sheltered Housing and Supported Living***

Guild Care offers sheltered accommodation for 32 older people at Dolphin Court as well as supported living in properties around Worthing for 10 adults with learning disabilities.

We are committed to delivering a high-quality housing support service to our tenants. To ensure that we can do this, we consult and engage with our tenants regarding decisions that affect them.

Ordinarily, we would engage with the tenants at Dolphin Court via regular tenant meetings where we provide information, respond to questions, and seek feedback. However, until mid-May 2021, all communal areas were closed due to government guidance, which meant tenant meetings were cancelled. Instead, we listened and responded to feedback on a one-to-one basis and there is a planned future tenant survey to capture any other feedback.

Additionally, in the face of Covid we employed additional staff to ensure hot meals were able to be provided to tenants in their own flats; we supported tenants to understand and adhere to increased infection control processes; we employed additional staff to increase infection control and cleaning regimes; we introduced new visitor guidelines; and we introduced a new wellbeing role at Dolphin court to support tenant engagement.

### ***Home Care***

Our charity's Home Care service, which is rated 'Good' by the Care Quality Commission, was established in 1994. The service is staffed by our loving and professional Community Care Assistants, who provide personal care and assistance with tasks such as shopping and medication.

The social aspect of our Home Care is also important – particularly over this last year with the pandemic stopping a lot of our clients leaving their homes. Following these restrictions left such people isolated, and some only saw their Community Care Assistant.

In April Lisa Harvey, one of our amazing Community Care Assistants, talked to our Communications Team about working in the service. She said: “The carers in the community, the people I work with, are amazing. They really are. They’re really committed to making sure that the clients’ needs are met and genuinely do care about them. I don’t hear any bad words about our clients at all. And if anyone needs to stay on because someone needs that extra time, we do it. That’s just what we do.”

Due to the pandemic, we had the same carer visiting specific clients. Asked how this continuity of care was received by clients, Lisa said, “I think it’s nice for them to have the consistency and it must be nice to know there’s not lots of different people coming into their house. They must have people come in, which puts them more at risk of catching the virus. By having the same people in, it minimises the risk of the virus.”

## **Fundraising**

Guild Care has a long history of being supported by the community and fundraising has always been pivotal in delivering our services.

In 2020 The Board of Trustees commissioned and agreed to implement the findings of a review into Guild Care's fundraising provision. The review ascertained that there was an opportunity for Guild Care to become an organisation that, with investment, could grow its fundraising activity.

This investment saw the recruitment of a new Director of Fundraising, Marketing and External Engagement and, following a period of analysis and review, the approval of a new fundraising strategy. This strategy supports investment into the fundraising function with clear short and long-term objectives aligned to the overarching strategy of stability, preparation, and identity.

However, against the backdrop of the pandemic and the financial implications it had on charitable donations countrywide, the Board supported the decision to defer the growth of the fundraising function and invest the time in developing and planning for the beginning of 2021.

This decision proved prudent and allowed the reduced Fundraising Team to deliver targeted and timely campaigns whilst setting up new internal systems and processes which will support the growth of the future of fundraising for Guild Care.

In May Guild Care took part in the 2.6 Challenge, a nationwide campaign set up to help charities raise funds during the coronavirus outbreak. The challenge saw fundraisers taking part in sponsored activities based around the number 2.6, such as running 2.6 miles or holding an online workout with 26 friends. Ultimately, supporters raised in excess of £8,000, which we used to fund additional emotional resilience support for our dedicated care team.

In December we ran a Christmas campaign called Worthing Cares which raised nearly £5,000. The goal of the campaign was to fund as many ‘goodie boxes’ as possible for service users spending the holidays alone. The boxes were delivered, along with much-needed socially distanced doorstep chats, by a team of over 70 volunteers over the Christmas period.

Alongside the generosity of the community, we continue to be grateful to those Trusts and Foundations who support our work. We are especially grateful as without donations from the following Trusts, many of our services would have been negatively impacted:

Trust / Foundation Name	Project
Worthing Travel Society	Ashdown & Outreach
Three Oaks Trust	Respite support (originally TOFC)
Blakemore Foundation	Goodies for staff rooms
Worshipful Company of Glovers	Unrestricted - counselling carers
Co-op	Counselling carers
Sussex Crisis Fund	Counselling carers
Tesco Bags of Help	Respite Covid 19
Blakemore Foundation	Respite Covid 19
National Lottery Community Fund	Respite Covid 19
Valerie Munday Day Centre Trust	Transport day centre
The Edith Lilian Harrison Foundation	Unrestricted (applied for respite)
Co-op	Ashdown
Worthing Travel Society	Ashdown
TX Max	Ashdown
Tesco Bags of Help	Ashdown
Thomas Horne Trust	Unrestricted
Rowan Bentall Charitable Trust	GCC

As a charity we did not use the services of any professional fundraisers or commercial participators within the year. Also, we ensure the protection of the general public when engaging with us in fundraising activity through our adherence to our regulators' codes of practice and ensuring that our staff teams have a DBS check in place before commencing work.

No complaints were reported this year regarding our fundraising activity.

## **Our People: Ignite and Our Values**

Guild Care is one of the largest employers in Worthing and our people are our greatest strength. If we did not have them, we would not be able to make the difference that we do to so many lives.

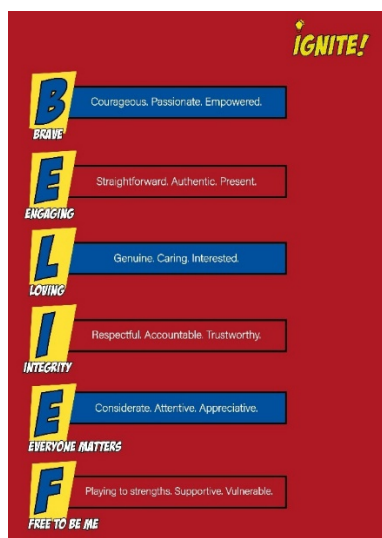
A key driver as we move forward is the support of our people. We want people's experience of Guild Care to be a great one, whether you work for us, volunteer with us, support us, or come to us for help. We are doing all we can to make sure your experience great.

We are so grateful that we have the people and support we do, and we know it is essential that we spend the money our donors entrust to us wisely.

So, amongst other things, this means ensuring we are efficient, effective, and have the right support in place for staff and volunteers. Specifically, support enabling them to do their work well so that they can focus on making the greatest difference to people's lives possible.

This year saw Guild Care launch its most significant culture change programme ever. From our new and revised staff survey and listening groups, we clearly heard from staff that in order to continue to grow and adapt, we needed to support staff to play a larger part in the development of the charity.

To do this, our culture change programme 'Ignite' was launched. At the core of Ignite are our new BELIEF values: Brave, Engaging, Loving, Integrity, Everyone Matters, and Free to be Me. Alongside these values, leaders shared 'I will statements', making values-based promises to staff. We also invested in leadership training, 'Spark' sessions with our leaders to embed the culture change, and introduced values cards to recognise the amazing work of our staff.



## Our Volunteers

Guild Care has always been fortunate to have the support of volunteers. In fact, our charity was formed under the name 'Worthing Council of Social Service' in 1933 by a team of dedicated volunteers. Today we would not be able to deliver the range and variety of services that we do without the dedication, experience, and passion of our volunteers. Although the pandemic greatly limited how our volunteers could help, their passion was not diminished when they had the chance.

For example, in August our Caer Gwent care home received a helping hand from a group of 10 young Worthing volunteers. The volunteers, all aged 16, spent the day cleaning and repainting the home's garden furniture and railings. Kevin Burke, Caer Gwent's Manager, said: "We're really very grateful to all the volunteers who did a fantastic job improving the garden furniture which is regularly used by our residents. So, a big thank you from all of us."

In December over 70 volunteers signed up to take part in our Worthing Cares Christmas campaign, delivering 'goodie boxes' and doorstep chats to people spending the holidays alone. Asked why she was taking part, one volunteer, Caroline, said, "This has been such a difficult year for so many people. I know from past Guild care projects that a small amount of time from me, as a volunteer, can have a big positive impact of the local people I meet."

As we look to the future, the role of volunteering becomes even more pivotal. Our charity shops, our transport provision, our community services, and our care homes are all enhanced by volunteers.

To support our current volunteers and continue to appeal to others, we have spent this year developing deeper, more knowledgeable relationships with those that give their time to Guild Care. We undertook our first ever volunteer survey, writing to every volunteer to find out more about them and the roles they have undertaken.

This wealth of knowledge has informed us as we developed new systems and processes to support both existing and incumbent volunteers. Next year we will be rolling out a planned and structured investment into providing more support, training, and opportunities for our volunteers so that they can help us as we change the lives of the people of Worthing.



## Retail

Along with the rest of the high-street, our charity shops had to close their doors to customers during the first lockdown.

During this period, we took the time to make our shops as safe as possible for when they reopened. Describing the measures taken to keep everyone safe, Adam Rider, our Director of Retail, said at time: "We have erected sneeze screens, placed two-meter markings on the floor, and created one-way systems that will limit customer numbers. We will prefer card over cash, and we have change buckets for self-service as well as PPE for staff and hand sanitizers at the entrance for customers."

We were thrilled to reopen our shops' doors on Monday 15<sup>th</sup> June. Seemingly the community was thrilled as well, as we had our best trading day ever and were inundated with donations. Thank you to everyone that supported us. It was so lovely to see all your faces again and your patronage helped our charity - and ultimately your community - so much during challenging times.

During the next lockdown and shop closure, we took the opportunity to improve our Greenhouse charity superstore. By removing a dividing wall, we were able to double its retail square footage, enabling an increased volume of smaller items such as bric-a-brac and clothing to be displayed and provide the sales space required for the sale of furniture.

## The Future

Despite the challenges that this unusual year has presented, the future for Guild Care is promising. Our existing 18-month strategy that places financial stability at the heart of our actions until March 2022 has ensured that we are now able to spend some time scanning the horizon and making achievable, robust plans.

The Senior Leadership Team and Board of Trustees have agreed a programme of strategic planning that clearly sets out the framework from which to deliver the new five-year strategic direction for Guild Care.

2021									2022		
Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March
Discovery		Creation				Finalising		Planning		Launch	

To date this work has involved staff from across the charity. We have completed a needs analysis, internal reviews, and discovery workshops, all of which proved incredibly powerful as we listened to our staff and their thoughts on the future direction of Guild Care.

Moving into the creation phase, we will be working together to review and develop our mission statement, honing the purpose of Guild Care and focussing on the work that delivers the greatest outcomes for those who we support.

Our plans involve developing a theory of change. This will demonstrate the efficacy of our thinking and set out how the changes that we need to make following this particularly difficult year will take place. It will also set out how by making these changes, we can achieve and demonstrate our intended impact.

The values work that we started to develop at the end of this financial year will continue as we support staff to become better leaders, investing in our teams to be able to develop plans and strategies.

More importantly, we look forward to rebuilding our community services. Specifically, we will be sharing our spaces with more beneficiaries and launching a new service, 'Creating Connections'. This service will enable us to reduce loneliness and social isolation in Worthing through a range of volunteer led community-based opportunities and activities. It will be co-designed by older people for older people, focusing on shared interests, companionship, and community participation.

The challenges that we have faced this year, although difficult, have made Guild Care more agile, leaner, and prepared for the future. We look forward to serving our community more efficiently, helping more people locally, having a better supported and happy workforce, and delivering the change in social care that is needed locally.

## Financial Review of This Year

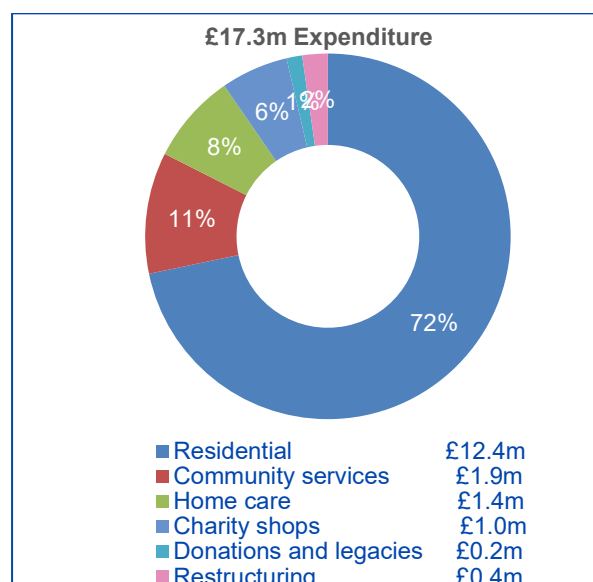
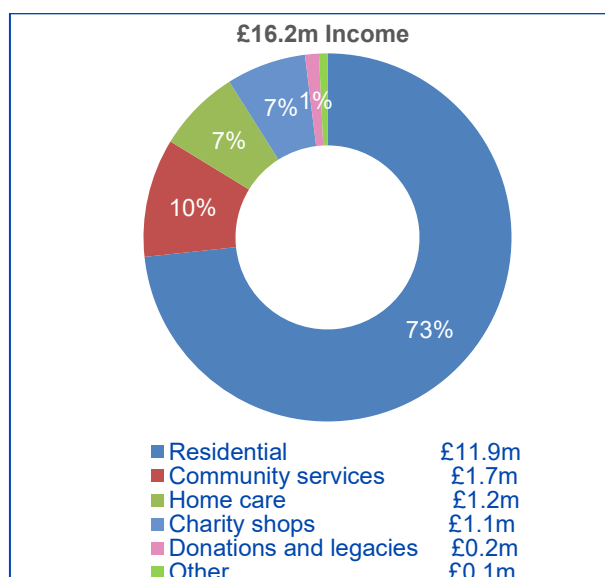
### Summary

Total income for the year was £16,210,035 (2020: £16,978,531) which produced a deficit of £1,055,624 (2020: surplus of £155,281).

The income in 2021 has benefited from £1,489,206 of grants received in response to the Covid-19 pandemic which includes the Retail and Hospitality Grant Scheme, Adult Social Care Infection Control and Testing Fund and the Coronavirus Job Retention Scheme.

Despite the £1,489,206 of grants received, the 2021 year has seen a significant reduction of £768,496 in our total income from 2020 of £16,978,531 to the 2021 income of £16,210,035.

The charts below show a summary of our income and expenditure in 2021:



Staff costs increased to £12,402,944 (2020: £11,578,510) and overall support costs relating to charitable activities increased to £1,846,885 (2020: £1,754,676). The increased costs were due to the Covid-19 pandemic and one-off restructuring costs of £389,264 (2020: £300) related to redundancy and payments in lieu of notice.

The 2021 year has seen a significant reduction of £1,210,905 in our net income from the 2020 surplus of £155,281 to the 2021 deficit of £1,055,624.

Overall funds were £8,341,971 (2020: £9,408,130) at year end.

Bank loans as at 31<sup>st</sup> March 2021 increased to £9,148,371 (2020: £8,508,291).

Cash balances as at 31<sup>st</sup> March 2021 increased to £2,975,815 (2020: £2,505,303).

## **Raising Funds**

### **Donations & Legacies**

Total donations & legacy income was £197,978 (2020: £404,459) which included legacies of £35,427 (2020: £105,373) giving a deficit of £41,474 (2020: £94,161 surplus). Total donations and legacies included £96,644 (2020: £194,807) of restricted income.

### **Charity Shops**

Total charity shop income of £1,133,461 (2020: £944,286) were generated across 11 shops which produced a surplus of £106,074 (2020: £145,844 deficit) after overheads. The sale of new bought in goods is recorded in Guild Care's subsidiary, Guild Care (Trading) Limited, which recorded turnover of £20,989 (2020: £26,532) for the year and generated a surplus of £4,420 (2020: £8,632 deficit). It should be noted that the purpose of our charity shops is to provide more than a financial return as they are considered to be an essential shop window promoting Guild Care within the local community.

## **Charitable Activities**

### **Residential Services**

Residential services income was £11,883,847 (2020: £12,321,422) giving a deficit of £498,671 (2020: £793,913 surplus). This income and surplus have been reduced by £2,147,152 (2020: £2,324,556) to fund residents at below full market rate fees including the provision of state funded beds within our homes. Continued investment in our homes is essential to ensure we generate a surplus allowing us to maintain financial stability and continue achieving our charitable objectives.

### **Home Care**

Home Care income was £1,186,668 (2020: £1,172,323) giving a deficit of £188,422 (2020: £193,185).

### **Community Services**

Income from Community Services for the year was of £1,688,057 (2020: £2,079,511) giving a deficit of £163,891 (2020: £450,294) after support costs.

## Value for Money

The Board of Guild Care has put in place arrangements to ensure that the financial and social performance of our assets and resources are closely monitored and benchmarked and inform our decision making and strategy. Our strategic approach to value for money runs throughout the organisation. The Board approve business plans, budgets and KPIs. This supports the delivery of value for money and enables the Executive Management Team to monitor and report on progress throughout the year. This approach will ensure that as the organisation grows, we will continue to provide value for money throughout our operations.

Housing Metrics	2021	2020
Metric 1 - Re-investment %	9%	17%
Metric 2 - New supply delivered %	0%	0%
Metric 3 - Gearing %	0%	0%
Metric 4 - EBITDA MRI Interest Cover %	36%	416%
Metric 5 - Social housing cost per unit	7,151	6,585
Metric 6 - Operating Margin %	(2%)	3%
Metric 7 - VfM Cost Chain	(2%)	3%

## Bank Funding

Clydesdale Bank provides Guild Care with both long-term loans totalling £9,148,371 (2020: £8,508,291) at year end.

Guild Care has three existing long-term loan facilities each of which requires re-financing every five years. During the year these loans were reduced by £359,920 in-line with agreed repayment terms.

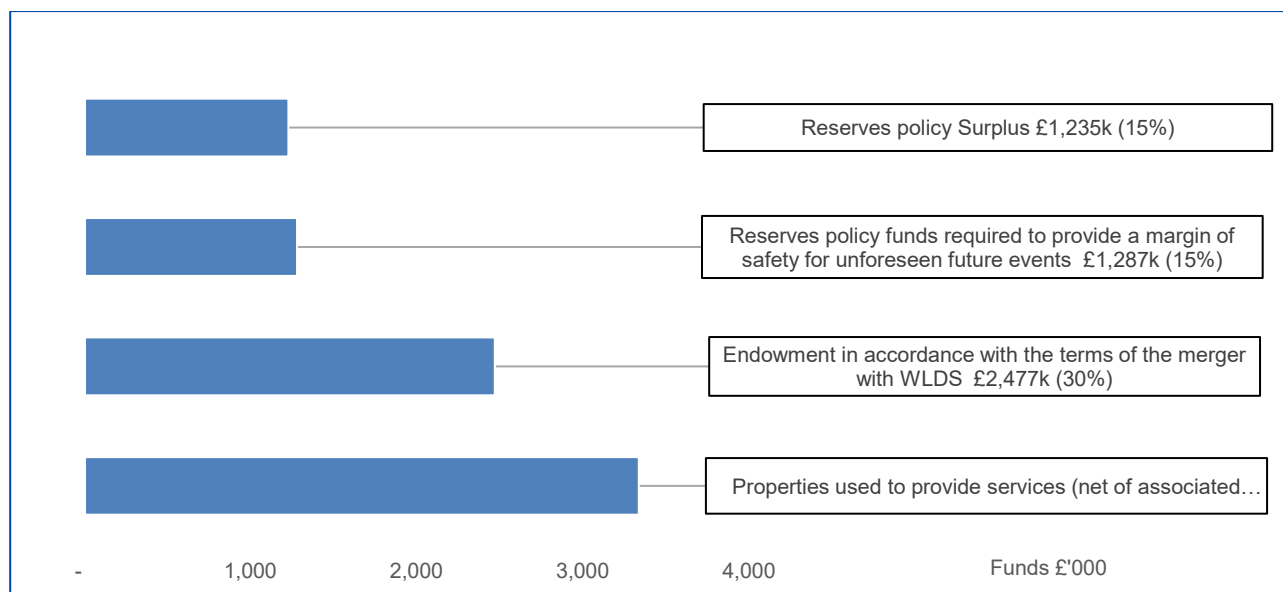
On the 26<sup>th</sup> March 2021, £1,000,000 of funds were drawdown under the Coronavirus Business Interruption Loan (CBIL). The CBIL is a two-year loan facility where the £1,000,000 balance is repayable on 26<sup>th</sup> March 2023. The CBIL loan did not incur arrangement fees, will not incur interest charges during the first year and can be settled early without incurring penalty fees. The CBIL scheme has been used to provide Guild Care with increased liquidity whilst trading performance recovers back to pre-Covid-19 pandemic levels.

## Reserves Policy

Guild Care's reserves policy is to hold free reserves in the range between the budgeted running cost of the charity's highest surplus generating service for a period of three months and one month of the total budgeted running costs for the entire charity.

Free reserves are unrestricted funds arising from short-term debtors and creditors, highly liquid investments and readily available cash balances.

As at 31<sup>st</sup> March 2021, Guild Care has £8,341,971 (2020: £9,408,130) funds of which:



The Trustees ordinarily target that the charity's reserves policy surplus should not exceed 20% of the safe level of funds.

At 31<sup>st</sup> March 2021 the charity's reserves policy surplus was £1,235,240 (2020: £420,090) representing 96% (2020: 40%) of the safe level of funds. The Trustees have increased the level of free reserves to support the recovery in trading performance back to pre-Covid-19 pandemic levels by

- Designated funds of £419,339 at 31<sup>st</sup> March 2020 that had been set aside to purchase the Methold House freehold and buildings, were undesignated during the year.
- Reduction in the capital investment in the property estate. The purchase of tangible fixed assets was £105,205 (2020: £736,759).
- Drawdown of £1,000,000 under the CBIL scheme over the next two years.

At 31<sup>st</sup> March 2021 the charity's reserves policy surplus excluding the short-term CBIL would have been £235,240 (2020: £420,090) representing 18% (2020: 40%) of the safe level of funds.

Principal risks include those around the group's access to finance, occupancy and staffing levels within homes. The group has in place debt facilities which provide adequate resources to finance committed reinvestment and development programmes, along with the group's day to day operations. The group also has a long-term business plan and a detailed rolling financial forecast which shows that Guild Care is able to service these debt facilities whilst continuing to comply with lenders' covenants for the foreseeable future (being 12 months from the date of signing the financial statements).

This year Trustees have considered the impact on the contribution generated from the homes whilst performance returns to normal operating levels following the Covid-19 pandemic during the foreseeable future of the next twelve months from the date of signing the financial statements

The assets of the group have a market value significantly greater than the book value and with a loan to value ratio being only 31% on 31st March 2021. Based upon the strong financial performance of Guild Care before the Covid-19 crisis and the availability of security, the Trustees believe that the group would be able to take mitigating actions, borrow further funds and/or dispose of assets in the unlikely event that these were needed in the short-term



Having considered the impacts of the Covid-19 pandemic experienced to date on Guild Care's reserves, availability of finance, risks facing the sector and plans including budgets and forecasts, the trustees are satisfied with the level of reserves and have concluded that Guild Care is a going concern over the foreseeable future. On the basis that Trustees do not believe there is a material uncertainty over the going concern of Guild Care, the financial statements have been prepared on the going concern basis.

### **Statement of disclosure of information to auditors**

So far as each of the Trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each Trustee has taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

### **Statement of Trustees' responsibilities**

The Trustees, who are also the Directors of Guild Care for the purpose of company law, are responsible for preparing the Trustees' Report (including the Strategic Report) and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare accounts for the group each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year. In preparing these accounts, the Trustees are required to:

- ✓ select suitable accounting policies and then apply them consistently;
- ✓ observe the methods and principles of the Charities SORP;
- ✓ make judgments and estimates that are reasonable and prudent;
- ✓ state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ✓ prepare the accounts on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Approval of the Trustees' Report and the Strategic Report by the Board on 9<sup>th</sup> August 2021.



Antonia Hopkins (Chairman)

**Trustee**

---

## **Independent Auditor's Report to the Members of Guild Care**

### **Opinion**

We have audited the financial statements of Guild Care (the 'charitable company') and its subsidiary (the 'Group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, Consolidated Statement of Comprehensive Income, Consolidated Statement of Changes in Reserves, the Consolidated and Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice). In our opinion the financial statements:

- give a true and fair view of the state of the Group's and the charitable company's affairs as at 31 March 2021 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing from April 2019.

### **Basis for opinion**

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

### **Conclusions relating to going concern**

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

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

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

### **Other information**

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise

appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### **Opinions on other matters prescribed by the Companies Act 2006**

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

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

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

In light of the knowledge and understanding of the Group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 or the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

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

#### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 27, the trustees (who are also the directors of Guild Care for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

#### **Auditor's responsibilities for the audit of the financial statements**

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial

---

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the Group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, the Housing and Regeneration Act 2008 and other laws and regulation applicable to a registered social housing provider in England. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the Group for fraud. The laws and regulations we considered in this context for the UK operations were requirements imposed by the Regulator of Social Housing and the Care Quality Commission (CQC), health and safety legislation, taxation legislation and employment legislation.

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Finance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence, designing audit procedures over the timing of income and reading minutes of meetings of those charged with governance.

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

---

### Use of our report

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



Julia Poulter  
Senior Statutory Auditor  
For and on behalf of  
Crowe U.K. LLP  
Statutory Auditor  
55 Ludgate Hill  
London  
EC4M 7JW  
Date: 11<sup>th</sup> August 2021



## Consolidated Statement of Financial Activities

	Notes	Unrestricted £	Restricted £	Endowment	Total 2021 £	Total 2020 £
<b>Income from:</b>						
Raising funds						
Donations and legacies	3	101,334	96,644	-	<b>197,978</b>	404,459
Charity shops income	4	1,133,461	-	-	<b>1,133,461</b>	944,286
Total Raising funds		1,234,795	96,644	-	<b>1,331,439</b>	1,348,745
Charitable activities	5	13,870,228	888,344	-	<b>14,758,572</b>	15,573,256
Investment income		3,621	-	-	<b>3,621</b>	13,917
Other income		105,103	10,042	-	<b>115,145</b>	42,613
Surplus/(loss) on sale of tangible fixed assets		1,258	-	-	<b>1,258</b>	-
<b>Total income</b>		<b>15,215,005</b>	<b>995,030</b>	-	<b>16,210,035</b>	16,978,531
<b>Expenditure on:</b>						
Raising funds						
Donations and legacies		239,452	-	-	<b>239,452</b>	310,298
Charity shops income		1,027,387	-	-	<b>1,027,387</b>	1,090,130
Total Raising funds		1,266,839	-	-	<b>1,266,839</b>	1,400,428
Charitable activities		14,614,526	995,030	-	<b>15,609,556</b>	15,422,822
Restructuring costs		389,264	-	-	<b>389,264</b>	-
<b>Total expenditure</b>	6	<b>16,270,629</b>	<b>995,030</b>	-	<b>17,265,659</b>	16,823,250
<b>Net income/(expenditure)</b>		<b>(1,055,624)</b>	-	-	<b>(1,055,624)</b>	155,281
<b>Other gains / (losses)</b>						
Actuarial gains / (losses) on pension scheme		(10,535)	-	-	<b>(10,535)</b>	2,334
<b>Transfers between funds</b>		309,663	-	(309,663)	-	-
<b>Net movement in funds</b>		<b>(756,496)</b>	-	<b>(309,663)</b>	<b>(1,066,159)</b>	157,615
Fund balances brought forward		6,621,168	-	<b>2,786,962</b>	<b>9,408,130</b>	9,250,515
<b>Fund balances carried forward</b>		<b>5,864,672</b>	-	<b>2,477,299</b>	<b>8,341,971</b>	9,408,130

The Statement of Financial Activities has been prepared using the format from the Charities SORP. The Statement of Financial Activities has been presented in addition to the Statement of Comprehensive Income required by the Housing SORP.

Total comprehensive expenditure for the company only was £1,070,579 (2020: total comprehensive expenditure £166,247).

*The notes on pages 33 to 49 form part of these financial statements*

## Consolidated Statement of Comprehensive Income

	2021 £	2020 £
<b>Turnover</b>	<b>16,205,156</b>	16,964,614
Operating costs	(16,556,435)	(16,463,438)
<b>Operating surplus / (deficit)</b>	<b>(351,279)</b>	501,176
Restructuring costs	(389,264)	-
Gain on disposal of fixed assets	1,258	-
Interest receivable and similar income	3,621	13,917
Interest and financing costs	(319,960)	(359,812)
<b>Surplus / (deficit) for year</b>	<b>(1,055,624)</b>	155,281
Actuarial gain / (loss) in respect of pension scheme	(10,535)	2,334
<b>Total comprehensive income / (expenditure)</b>	<b>(1,066,159)</b>	157,615

*The notes on pages 33 to 49 form part of these financial statements*

## Consolidated Statement of Changes in Reserves

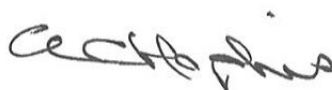
	Unrestricted Reserve £'000	Restricted Reserve £'000	Endowment	Total £'000
<b>Balance as at 1 April 2019</b>	<b>6,153,890</b>	-	<b>3,096,625</b>	<b>9,250,515</b>
Total comprehensive income for the year	112,285	45,330	-	<b>157,615</b>
Transfer of restricted expenditure from unrestricted reserves	354,993	(45,330)	(309,663)	-
<b>Balance at 31<sup>st</sup> March 2020</b>	<b>6,621,168</b>	-	<b>2,786,962</b>	<b>9,408,130</b>
Total comprehensive income for the year	(1,066,159)	-	-	<b>(1,066,159)</b>
Transfer of restricted expenditure from unrestricted reserve	309,663	-	(309,663)	-
<b>Balance at 31<sup>st</sup> March 2021</b>	<b>5,864,672</b>	-	<b>2,477,299</b>	<b>8,341,971</b>

*The notes on pages 33 to 49 form part of these financial statements*

## Balance Sheet

	Notes	Group 2021 £	Charity 2021 £	Group 2020 £	Charity 2020 £
<b>Fixed assets</b>					
Tangible assets	12	15,485,722	15,485,722	16,262,062	16,262,062
Investments	13	-	100	-	100
		<u>15,485,722</u>	<u>15,485,822</u>	<u>16,262,062</u>	<u>16,262,162</u>
<b>Current assets</b>					
Stocks		2,529	-	12,952	8,095
Debtors	14	972,733	1,002,319	891,846	928,180
Cash and cash equivalents		2,975,815	2,958,503	2,505,303	2,487,991
		<u>3,951,077</u>	<u>3,960,822</u>	<u>3,410,101</u>	<u>3,424,266</u>
Creditors: amounts falling due within one year	15	(1,817,930)	(1,817,930)	(1,515,349)	(1,515,349)
<b>Net current assets/(liabilities)</b>		<b>2,133,147</b>	<b>2,142,892</b>	<b>1,894,752</b>	<b>1,909,917</b>
Total assets less current liabilities		<b>17,618,869</b>	<b>17,628,714</b>	<b>18,156,814</b>	<b>18,171,079</b>
Creditors: amounts falling due after more than one year	16	(9,101,968)	(9,101,968)	(8,541,416)	(8,541,416)
<b>Provision</b>	17	<b>(174,930)</b>	<b>(174,930)</b>	<b>(207,268)</b>	<b>(207,268)</b>
<b>Net assets</b>		<b>8,341,971</b>	<b>8,351,816</b>	<b>9,408,130</b>	<b>9,422,395</b>
<b>Reserves</b>					
Endowed reserve	18	2,477,299	2,477,299	2,786,962	2,786,962
Unrestricted reserve	18	5,864,672	5,874,517	6,621,168	6,635,433
		<u>8,341,971</u>	<u>8,351,816</u>	<u>9,408,130</u>	<u>9,422,395</u>

The accounts were approved and authorised for issue by the Board on 9<sup>th</sup> August 2021.



Antonia Hopkins (Chairman)

**Trustee**

*The notes on pages 33 to 49 form part of these financial statements*

## Statement of Cash Flows

	2021 £	2020 £
<b>Cash flows from operating activities:</b>		
Net income / (expenditure) for the year	(1,066,159)	157,615
Adjustments for:		
Interest received	(3,621)	(13,917)
Depreciation	880,053	991,688
(Gain) on disposal of fixed assets	(1,258)	-
Decrease / (increase) in stock	10,423	30,109
(Increase) in debtors	(80,887)	(37,223)
Increase / (decrease) in creditors	223,053	(72,755)
(Decrease) in pension provision	(32,338)	(43,732)
<b>Net cash provided by / (used in) operating activities</b>	<b>(70,734)</b>	<b>1,011,785</b>
<b>Cash flows from investing activities:</b>		
Interest received	3,621	13,917
Purchase of tangible fixed assets	(105,205)	(736,759)
Proceeds from sales of tangible fixed assets	2,750	-
<b>Net cash used in investing activities</b>	<b>(98,834)</b>	<b>(722,842)</b>
<b>Cash flows from financing activities:</b>		
Cash inflows from new borrowings	1,000,000	5,216,287
Repayment of borrowings	(359,920)	(5,566,878)
<b>Net cash used in financing activities</b>	<b>640,080</b>	<b>(350,591)</b>
Change in cash and cash equivalents in the reporting period	470,512	(61,648)
Cash and cash equivalents at the beginning of the reporting period	2,505,303	2,566,951
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>2,975,815</b>	<b>2,505,303</b>

*The notes on pages 33 to 49 form part of these financial statements*

---

## **Notes to the Accounts**

### **1 Statutory information**

Guild Care is a charitable company, limited by guarantee, registered in England and Wales and is a registered provider. The charitable company's registered number and registered office address can be found in the Trustees' Report (incorporating the Strategic Report).

### **2 Accounting policies**

#### **2.1 Basis of preparation**

The financial statements have been prepared in accordance with applicable accounting standards, The Accounting Direction for Private Registered Providers of Social Housing from April 2019, the Statement of Recommended Practice for Registered Social Landlords (Housing SORP 2018 Update), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Guild Care meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historic cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

These financial statements consolidate the results of the charity and its wholly owned subsidiaries; Guild Care (Trading) Ltd, and Worthing Littlehampton & District Scope (wound up in May 2019 and there were no transactions during the year), on a line by line basis. All intragroup transactions, balances, income and expenses are eliminated in full on consolidation. A separate Statement of Comprehensive Income or Cash Flows for the company itself is not presented because the charity has taken advantage of the exemptions afforded by the Companies Act 2006 and the Housing SORP.

#### **2.2 Going concern**

The group's business activities, its current financial position and factors likely to affect its future development are set out within the Strategic Report. Principal risks include the impact on the contribution generated from the homes whilst performance returns to normal operating levels following the Covid-19 pandemic, group's access to finance, occupancy and staffing levels within homes. The group has in place debt facilities which provide adequate resources to finance committed reinvestment and development programmes, along with the group's day to day operations. The group also has a long-term business plan and a detailed rolling financial forecast which shows that Guild Care is able to service these debt facilities whilst continuing to comply with lenders' covenants for the foreseeable future (being 12 months from the date of signing the financial statements).

On this basis, the Board has concluded that the group has adequate resources to continue in operational existence for the foreseeable future, being a period of at least twelve months after the date on which the report and financial statements are signed. For this reason, it continues to adopt the going concern basis in the financial statements.

#### **2.3 Income**

Income from residential, home care and community services are accounted for on an accruals basis. Income received for the provision of services is recognised in the year in which the service is provided,

and so Guild Care earns entitlement. Government grants relating to revenue are recognised in income and expenditure over the same period as the expenditure to which they relate once reasonable assurance has been gained that the entity will comply with the conditions and that the funds will be received.

Grants received from non-government sources are recognised using the performance model. A grant which does not impose specified future performance conditions is recognised as revenue when the grant proceeds are received or receivable. A grant that imposes specified future performance-related conditions on the association is recognised only when these conditions are met. A grant received before the revenue recognition criteria are satisfied is recognised as a liability. Capital grants are released to the Statement of Comprehensive Income over the useful economic life of the asset they were used to purchase (excluding land).

For legacies, entitlement is recognised from the earlier of the date of receipt or when sufficient notification is received by the charity to enable it to quantify its entitlement with reasonable probability. Income is not recognised for legacies which remain subject to a life interest. Donations are recognised on receipt.

Charity shop income represents net invoiced sales of goods and is recognised in the year in which the sale occurred. Rental income is recognised in the year in which accommodation is provided.

## 2.4 Financial instruments

Guild Care has only financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially reported at transaction value and subsequently measured at their settlement value.

## 2.5 Expenditure

Expenditure is included in the Statement of Comprehensive Income on an accruals basis inclusive of irrecoverable VAT. All costs are allocated between expenditure categories and departments on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, whilst all others are apportioned on an appropriate basis.

Support costs include apportioned staff and care costs incurred to support income generation and governance, together with the cost of general management including supervision, finance, training, human resources and IT. Support costs are allocated to charitable activities on a percentage basis. The percentages applied are based on management's informed view of time spent on each activity.

Governance costs comprise those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

## 2.6 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost. Guild Care owns three freehold nursing homes, a freehold social housing property, two day-service centres, a supported living house and five self-contained flats. Freehold land is not depreciated.

Building structure	1-2% straight line per annum
--------------------	------------------------------



Building Roof	2% straight line per annum
Building Internals	3% straight line per annum
Building Services	3% straight line per annum
Building External Areas	3% straight line per annum
Leasehold property	Over the remaining term of lease
Fixtures, fittings & equipment	20% straight line per annum
Motor vehicles	25% on a reducing balance basis

Assets costing less than £1,000 are written off to the Statement of Comprehensive Income. Assets under construction are not depreciated until the asset is brought into use. Gains or losses arising on the disposal of other tangible fixed assets are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised as part of the surplus/deficit for the year.

## 2.7 Leasing and hire purchase commitments

Rentals payable under operating leases are charged against income on a straight-line basis over the period of the lease.

## 2.8 Investments

Listed fixed asset investments are stated at market value, unlisted investments are stated at cost. Realised and unrealised gains and losses on investments are dealt with in the Statement of Comprehensive Income.

## 2.9 Stock

Stock is valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

## 2.10 Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments. The Trustees seek to use short- and medium-term deposits where possible to maximise the return on monies held at the bank and to manage cash flow.

## 2.11 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Short term trade creditors are measured at the transaction price. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

## 2.12 Pensions

The group participates in two pension schemes, the People's Pension Scheme and the Pension's Trust Growth Plan. Guild Care automatically enrolls employees into the People's Pension Scheme which is regulated by the Pensions Regulator. The Scheme is a defined contribution scheme and contributions are recognised in expenditure as they fall due. Guild Care is a member of the Pensions Trust's Growth Plan. The Growth Plan is a money purchase pension scheme which also has some historical guarantees. This is a multi-employer pension scheme for which it is not possible to identify separately the assets and liabilities of participating employers and, as such, Guild Care's regular payments in respect of this plan are charged in the Statement of Comprehensive Income on a defined contribution basis. A liability is recognised for the present value of agreed additional contributions payable to fund a deficit in this plan related to past service.

## 2.13 Funds

Endowment funds represent expendable endowment arising from the donation of assets and liabilities from WLDS to Guild Care. The expendable endowment can be used at the discretion of Guild Care's Trustees subject to the terms and conditions surrounding the donation. Restricted funds represent those raised or received for specified purposes, as detailed further in the notes to the accounts. Designated funds comprise funds which have been set aside at the discretion of the Trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the accounts. Unrestricted general funds are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.

## 2.14 Significant accounting estimates and judgements

The Trustees do not consider there to be any significant management judgements made in applying the accounting policies of the Group that have a significant effect on the financial statements. The most significant estimates and judgements relate to the useful economic life of Guild Care's three nursing homes and a social housing property. There is also a degree of estimation used in the rate used to discount Guild Care's pension liability under the Pensions Trust Growth Plan. The accounting policies for the pension liability and useful life of tangible fixed assets are set out above.

### 3 Donations & legacies

	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Donations	65,907	96,644	162,551	299,086
Legacies receivable	35,427	-	35,427	105,373
	<u>101,334</u>	<u>96,644</u>	<u>197,978</u>	<u>404,459</u>

### 4 Charity shop trading

	2021 £	2020 £
Charity shops income	1,133,461	944,286
Charity shop expenditure	(1,027,387)	(1,090,130)
<b>Charity shop surplus</b>	<u>106,074</u>	<u>(145,844)</u>

Included in the above is £20,989 (2020: £26,532) income and £16,421 (2020: £34,762) expenditure in relation to the subsidiary Guild Care (Trading) Limited.

### 5 Income from charitable activities

	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Residential home	11,440,470	443,377	11,883,847	12,321,422
Home care	1,106,746	79,922	1,186,668	1,172,323
Community services	1,323,012	365,045	1,688,057	2,079,511
	<u>13,870,228</u>	<u>888,344</u>	<u>14,758,572</u>	<u>15,573,256</u>

Residential home income above is derived from Guild Care's three nursing homes.

Included in notes 4 and 5 above is £1,489,206 of grants received in response to the Covid-19 pandemic which includes the Retail and Hospitality Grant Scheme, Adult Social Care Infection Control and Testing Fund and the Coronavirus Job Retention Scheme.

Included within Community services is income from Guild Care's social housing property Dolphin Court.

	2021			2020		
	Turnover £	Operating costs £	Operating surplus £	Turnover £	Operating costs £	Operating surplus £
Social housing lettings	313,798	(258,051)	55,747	295,487	(235,897)	59,589

An analysis of income and expenditure is shown in Note 21.

All income other than from Dolphin Court is considered to arise from activities other than social housing.

## 6 Total expenditure

	Staff costs £	Other Costs £	Interest Charges £	Depreciation £	Total 2021 £	Total 2020 £
<b>Raising funds</b>						
Donations and legacies	181,025	51,169	841	6,417	<b>239,452</b>	310,298
Charity shops	636,645	356,073	1,051	33,618	<b>1,027,387</b>	1,090,130
Total cost of raising funds	817,670	407,242	1,892	40,035	<b>1,266,839</b>	1,400,428
<b>Charitable activities</b>						
<b>Residential services</b>						
Activities undertaken directly	7,977,569	2,152,564	298,939	642,432	<b>11,071,504</b>	10,304,970
Support costs	803,722	453,634	14,084	39,574	<b>1,311,014</b>	1,222,539
Total	8,781,291	2,606,198	313,023	682,006	<b>12,382,518</b>	11,527,509
<b>Home care</b>						
Activities undertaken directly	1,032,675	135,576	-	-	<b>1,168,251</b>	1,165,272
Support costs	113,620	78,357	2,733	12,129	<b>206,839</b>	200,236
Total	1,146,295	213,933	2,733	12,129	<b>1,375,090</b>	1,365,508
<b>Community services</b>						
Activities undertaken directly	1,132,998	288,910	-	101,008	<b>1,522,916</b>	2,197,906
Support costs	135,426	146,419	2,312	44,875	<b>329,032</b>	331,899
Total	1,268,424	435,329	2,312	145,883	<b>1,851,948</b>	2,529,805
Total charitable activities	11,196,010	3,255,460	318,068	840,018	<b>15,609,556</b>	15,422,822
Restructuring cost	389,264				<b>389,264</b>	-
<b>Total Expenditure</b>	<b>12,402,944</b>	<b>3,662,702</b>	<b>319,960</b>	<b>880,053</b>	<b>17,265,659</b>	<b>16,823,250</b>

Support costs are allocated in proportion to direct costs.

## 7 Analysis of governance and support costs

	Total 2021 £	Total 2020 £
Management	231,809	169,801
Administration	209,194	238,145
Information Technology	290,344	249,518
Human Resources	449,124	430,275
Public Relations	207,513	233,597
Finance	230,651	220,284
Volunteers	33,636	25,722
Governance costs	194,614	187,334
	<b>1,846,885</b>	<b>1,754,676</b>

## 8 Total comprehensive income / (expenditure) is stated after charging / (crediting)

	2021 £	2020 £
Operating lease payments	298,558	290,793
Depreciation of care homes and social housing property	664,148	619,960
Depreciation of other tangible fixed assets	215,905	371,728
Interest charges	319,960	359,812
Fees payable to auditors (excluding VAT)		
Audit of the financial statements	21,000	20,000
Other services		390

## 9 Trustees

During the year trustees were reimbursed travel expenses £Nil (2020: £45)

## 10 Employees

	Total 2021 £	Total 2020 £
<b>Employment costs</b>		
Wages and salaries	9,938,852	9,877,005
Agency costs	1,098,010	762,397
Social security costs	764,683	727,617
Other pension costs	212,135	211,491
Restructuring costs	389,264	-
	<b>12,402,944</b>	<b>11,578,510</b>

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

	2021	2020
	Number	Number
£60,001 - £70,000	2	3
£70,001 - £80,000	4	-
£80,001 - £90,000	1	2
£90,001 - £100,000	2	1
£100,001 - £110,000	1	-

The key management personnel of the charity comprise the Trustees, the Chief Executive Officer, Deputy Chief Executive Officer, Chief Financial Officer and Chief Operations Officer.

The total employee remuneration of the key management personnel of the Charity was £357,672 (2020: £307,298).

The highest paid executive was paid £117,650 during the year as the Chief Executive Officer who served until 31<sup>st</sup> October 2020. The subsequent Chief Executive Officer that has served since 1<sup>st</sup> November 2020 was paid £46,911 during the year. Neither Chief Executive Officer received enhanced or special pension terms apply.

During the year Guild Care charged redundancy costs of £187,564 (2020:£300) and payments in lieu of notice of £201,700 (2020:£Nil) to 59 people totalling to £389,264 (2020: £300) restructuring costs. Redundancy and payment in lieu of notice of £64,728 (2020: £ Nil) were unpaid at 31st March 2021.

The average number of employees during the year was 562 (2020: 581) which equates to 385 FTE.

## **11 Taxation**

The charitable company is registered as a Charity and all of its income falls within the exemptions under Part 11 of the Corporation Tax Act 2010.

## 12 Tangible fixed assets (Group & Charity)

	Freehold land & buildings	Long leasehold property	Short leasehold property	Fixtures, fittings & equipment	Motor vehicles	Total
	£	£	£	£	£	£
<b>Cost</b>						
At 1 April 2020	16,845,280	1,252,422	390,124	3,962,763	467,858	22,918,447
Additions	6,829	-	648	97,728	-	105,205
Disposals	-	-	-	-	(5,502)	(5,502)
<b>At 31<sup>st</sup> March 2021</b>	<b>16,852,109</b>	<b>1,252,422</b>	<b>390,772</b>	<b>4,060,491</b>	<b>462,356</b>	<b>23,018,150</b>
<b>Depreciation</b>						
At 1 April 2020	2,986,502	286,862	183,535	2,901,554	297,932	6,656,385
On disposals	-	-	-	-	(4,010)	(4,010)
Charge for the year	338,252	24,526	48,715	420,058	48,502	880,053
<b>At 31<sup>st</sup> March 2021</b>	<b>3,324,754</b>	<b>311,388</b>	<b>232,250</b>	<b>3,321,612</b>	<b>342,424</b>	<b>7,532,428</b>
<b>Net book value</b>						
<b>At 31<sup>st</sup> March 2021</b>	<b>13,527,355</b>	<b>941,034</b>	<b>158,522</b>	<b>739,879</b>	<b>119,932</b>	<b>15,485,722</b>
At 31 <sup>st</sup> March 2020	13,858,77	965,560	206,589	1,061,209	169,926	16,262,062

The freehold land & buildings above relate to Guild Care's three nursing homes and one social housing property held for letting, Dolphin Court.

## 13 Fixed asset investments

### Charity

	<b>Guild Care (Trading) Limited</b>	<b>Total</b>
	£	£
Market value at 31 <sup>st</sup> March 2021	100	100
Historical cost		
At 31 <sup>st</sup> March 2021	100	100

### Subsidiaries

At 31<sup>st</sup> March 2021, Guild Care had the following subsidiary:

Company	Country of Registration or incorporation	Class	Shares Held %
Guild Care (Trading) Limited	England & Wales	Ordinary	100



The turnover of the company for the period was £20,989 (2020: £26,532) was attributable to the sale of bought in goods. It had expenditure of £16,421 (2020: £34,762). It contributed £4,420 surplus (2019: £8,632 deficit) to the group and had net assets of £100. Any profits of Guild Care (Trading) Limited are donated to Guild Care under gift aid. The registered office of Guild Care (Trading) Limited is the same as Guild Care.

## 14 Debtors

	Charity		Group	
	2021	2020	2021	2020
	£	£	£	£
Trade debtors - fees due	555,722	539,497	555,722	539,497
Amounts due from subsidiary	29,586	36,334	-	-
Other debtors	19,113	11,059	19,113	11,059
Prepayments & accrued income	397,898	341,290	397,898	341,290
	<b>1,002,319</b>	<b>928,180</b>	<b>972,733</b>	<b>891,846</b>

Amounts due from subsidiaries represents £29,586 due from Guild Care (Trading) Limited.

## 15 Creditors: amounts falling due within one year

	Charity		Group	
	2021	2020	2021	2020
	£	£	£	£
Bank loan (note 16)	391,243	377,787	391,243	377,787
Trade creditors	466,133	331,471	466,133	331,471
Taxation and social security	168,966	169,587	168,966	169,587
Other creditors	3,112	18,002	3,112	18,002
Accruals & deferred income	788,476	618,502	788,476	618,502
	<b>1,817,930</b>	<b>1,515,349</b>	<b>1,817,930</b>	<b>1,515,349</b>

## 16 Creditors: amounts falling due after more than one year

	Charity		Group	
	2021	2020	2021	2020
	£	£	£	£
Bank loans	8,757,128	8,130,504	8,757,128	8,130,504
Deferred capital grant	344,840	410,912	344,840	410,912
Accruals and deferred income	9,101,968	8,541,416	9,101,968	8,541,416
	<b>18,203,936</b>	<b>17,082,832</b>	<b>18,203,936</b>	<b>17,082,832</b>

<b>Loan maturity analysis</b>	<b>£</b>	<b>£</b>
Debt due in one year or less	<b>391,243</b>	377,787
In more than one year but not more than two years	<b>1,404,965</b>	391,826
In more than two years but not more than five years	<b>7,352,163</b>	7,738,678
	<b>9,148,371</b>	8,508,291

The loans are secured by a fixed charge over the properties and by a fixed and floating charge over all the assets of Guild Care excluding the freehold property known as Dolphin Court and former WLDS properties. Interest on loans is charged at between 0% and 4.1%. The loans are repayable between March 2023 and November 2024.

	<b>2021</b>	<b>2020</b>
<b>Deferred Capital Grant</b>	<b>£</b>	<b>£</b>
At start of the year	<b>476,984</b>	531,042
Received during the year		-
Released during the year	<b>(66,072)</b>	(54,058)
	<b>410,912</b>	476,984
Amounts to be released in one year	<b>66,072</b>	66,072
Amounts to be released in more than one year	<b>344,840</b>	410,912
	<b>410,912</b>	476,984

## **17 Pension and other post-retirement benefit commitments**

### **Defined contribution**

Following legislative changes affecting workplace pensions that required all employers to meet the legal requirement for automatic enrolment, Guild Care introduced a compliant scheme from November 2013. Eligible employees not already in the existing scheme were automatically enrolled into the People's Pension. The People's Pension scheme, which is regulated by the Pensions Regulator, is managed by B&CE. B&CE is a not for profit organisation which has been providing financial benefits for over 70 years and currently provides pension schemes to over 7,300 corporate clients.

Employees in the People's Pension scheme pay 5% on their salary above the minimum threshold, with Guild Care also contributing 3%. Employees automatically enrolled into the scheme have the right to opt out of the scheme if they so wish, the majority of employees enrolled in the scheme have not opted to leave.

Guild Care paid contributions at the rate of 7% for employees who were members of Guild Care's previous pension scheme and 5% for all other employees who have subsequently joined the Plan. Members paid contributions at the rate of 5% during the accounting period. Any contribution above 5% was an additional voluntary contribution. In accordance with the Recovery Plan set by The Pensions Trust, employers are required to make additional contributions over the ten years commencing in April 2013.

	2021	2020
	£	£
Contributions payable by the company/group for the year	<b>212,135</b>	211,491

At the balance sheet date contributions of £5,322 (2020: £7,794) were outstanding.

#### **The Pensions Trust Growth Plan**

The company participates in the scheme, a multi-employer scheme which provides benefits to some 950 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the Pensions Trust Growth Plan as a whole was carried out at 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme. The recovery plan contributions are allocated to each participating employer in line with their estimated share of the scheme liabilities. Guild Care's share of these deficit contributions from 2022 to 2025 are £44,267 per annum (payable monthly and increasing by 3% each on 1st April)

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit.

<b>Present value and reconciliation of opening and closing provisions</b>	<b>Period Ending 31<sup>st</sup> March 21 £</b>	<b>Period Ending 31<sup>st</sup> March 20 £</b>
Provision at start of period	<b>207,268</b>	251,434
Unwinding of the discount factor (interest expense)	<b>4,658</b>	3,181
Deficit contribution paid	<b>(42,978)</b>	(41,726)
Remeasurements - impact of any change in assumptions	<b>5,982</b>	(5,621)
Remeasurements - amendments to the contribution schedule	-	-
Provision at end of period	<b>174,930</b>	207,268

<b>Income and expenditure impact</b>	<b>Period Ending 31<sup>st</sup> March 21 £</b>	<b>Period Ending 31<sup>st</sup> March 20 £</b>
Interest expense	<b>4,658</b>	3,181
Remeasurements – impact of any change in assumptions	<b>5,982</b>	(5,621)
Remeasurements – amendments to the contribution schedule	-	-

<b>Assumptions</b>	<b>31<sup>st</sup> March 21 % per annum</b>	<b>31<sup>st</sup> March 20 % per annum</b>	<b>31<sup>st</sup> March 19 % per annum</b>
Rate of discount	<b>0.66</b>	2.53	1.39

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

In 2020 Guild Care contributed £42,978 (2020: £41,726) in additional contributions towards the scheme. Guild Care's estimated pension contributions for the year ended 31<sup>st</sup> March 2022 are estimated to be £44,267.

## 18 Movement in funds

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

	Balance at 1 April 2020	Income	Expenditure	Transfers /gains and losses	Balance at 31 <sup>st</sup> March 2021
<b>Endowment fund</b>					
WLDS Fund	2,786,962	-	-	(309,663)	<b>2,477,299</b>
<b>Restricted funds</b>					
Residential home		443,377	(443,377)	-	-
Home care	-	79,922	(79,922)	-	-
Outreach	-	128,561	(128,561)	-	-
Healthy Living	-	46,125	(46,125)	-	-
Dementia	-	121,129	(121,129)	-	-
Children's service	-	53,177	(53,177)	-	-
Learning Disabilities	-	16,053	(16,053)	-	-
Other	-	106,686	(106,686)	-	-
Total restricted	-	995,030	(995,030)	-	-
<b>Unrestricted funds</b>					
Designated funds	419,339	-	-	(419,339)	-
General funds	6,201,829	15,215,005	(16,270,629)	718,467	<b>5,864,672</b>
Total unrestricted	6,621,168	15,215,005	(16,270,629)	299,128	<b>5,864,672</b>
<b>Total funds</b>	9,408,130	16,210,035	(17,265,659)	(10,535)	<b>8,341,971</b>

### Transfers between funds

The WLDS Fund was established following Worthing Littlehampton & District Scope (WLDS) joining the Guild Care Group.

Designated funds of £419,339 at 31<sup>st</sup> March 2020 that had been set aside to purchase the Methold House freehold and buildings were undesignated during the year, to increase the level of free reserves to support the recovery in trading performance back to pre-Covid-19 pandemic levels.

	Balance at 1 April 2019	Income	Expenditure	Transfers /gains and losses	Balance at 31 <sup>st</sup> March 2020
<b>Endowment fund</b>					
WLDS Fund	3,096,625			(309,663)	<b>2,786,962</b>
<b>Restricted funds</b>					
Outreach	-	116,856	(116,856)	-	-
Healthy Living	-	36,211	(36,211)	-	-
Dementia	-	86,129	(86,129)	-	-
Children's service	-	53,053	(53,053)	-	-
Minibus		45,330	-	(45,330)	-
Other	-	166,715	(166,715)	-	-
Total restricted	-	504,294	(458,964)	(45,330)	-
<b>Unrestricted funds</b>					
Designated funds	567,419	-		(148,080)	<b>419,339</b>
General funds	5,586,471	16,474,237	(16,364,286)	505,407	<b>6,201,829</b>
Total unrestricted	6,153,890	16,474,237	(16,364,286)	357,327	<b>6,621,168</b>
<b>Total funds</b>	9,250,515	16,978,531	(16,823,250)	2,334	<b>9,408,130</b>

### Transfers between funds

The WLDS Fund was established following Worthing Littlehampton & District Scope (WLDS) joining the Guild Care Group.

The Minibus Fund represents monies received in the year for the purchase of a new minibus vehicle.

The designated fund represents funds set aside to purchase the Methold House freehold land, the Methold Annex building and complete the refurbishment of the Methold House Annex.

## 19 Analysis of net assets between funds

Fund balances at 31<sup>st</sup> March 2021 were represented by:

	Unrestricted funds £	Restricted funds £	Endowment £	Total £
Tangible fixed assets	13,008,423	-	2,477,299	<b>15,485,722</b>
Net current assets	2,118,882	14,265	-	<b>2,133,147</b>
Long-term creditors and provisions	(9,262,633)	(14,265)	-	<b>(9,276,898)</b>
	<u>5,864,672</u>	<u>-</u>	<u>2,477,299</u>	<u><b>8,341,971</b></u>

Fund balances at 31<sup>st</sup> March 2020 were represented by:

	Unrestricted funds £	Restricted funds £	Endowment £	Total £
Tangible fixed assets	13,475,100	-	2,786,962	<b>16,262,062</b>
Net current assets	1,880,017	14,735	-	<b>1,894,752</b>
Long-term creditors and provisions	(8,733,949)	(14,735)	-	<b>(8,748,684)</b>
	<u>6,621,168</u>	<u>-</u>	<u>2,786,962</u>	<u><b>9,408,130</b></u>

## 20 Commitments under operating leases

### Charity and group

At 31<sup>st</sup> March 2021 the charity had total minimum lease commitments under no-cancellable operating leases as follows:

	Land and buildings		Other	
	2021	2020	2021	2020
	£	£	£	£
Within one year	171,134	160,692	<b>33,739</b>	45,441
Between one and five years	109,553	197,619	10,247	43,987
In over five years	377,943	384,502		-
	<u>658,630</u>	<u>742,813</u>	<u>43,986</u>	<u>89,428</u>



## 21 Dolphin Court Flatlets – Social Housing Income and Expenditure

Guild Care operates 31 flats on a supported living basis which Guild Care consider to be social housing for the purposes of the Housing SORP.

	2021	2020
	£	£
Rent receivable	138,687	141,702
Services charge income	157,099	135,773
Amortisation of grant	18,012	18,012
<b>Net rents receivable</b>	<b>313,798</b>	<b>295,487</b>
<b>Expenditure on lettings</b>		
Services and management	199,731	175,358
Maintenance and repairs	29,112	35,359
Depreciation	29,208	25,180
<b>Total expenditure on lettings</b>	<b>258,051</b>	<b>235,897</b>
<b>Operating surplus on lettings</b>	<b>55,747</b>	<b>59,589</b>
<b>Void losses</b>	<b>2,800</b>	<b>431</b>

### Social Housing Assets

The historic cost of Dolphin Court at 31st March 2021 was £1,528,619 (2020: £1,528,619), the net book value of Dolphin Court at 31st March 2021 was £308,382 (2020: £331,506).

The total of social housing rent arrears is £5,727. Included within deferred income is £2,642 of rent in advance for social housing properties.