

One Fylde Limited

England & Wales · Charity number 1045039

Details

Other names	FYLDE COMMUNITY LINK LIMITED, One Fylde
Status	Registered
Legal form	Charitable company
Company number	03017303
Registered	1995-03-16
Register	View on the Charity Commission register

Contact

Address	Libra House Cropper Close Whitehills Business Park Blackpool FY4 5PU
Phone	01253795648
Email	info@onefylde.org
Website	www.onefylde.org

Activities

Objects: THE CARE AND SUPPORT OF PEOPLE WITH LEARNING DISABILITIES, LEARNING DIFFICULTIES, MENTAL HEALTH ISSUES, ACQUIRED BRAIN INJURIES AND / OR PHYSICAL DISABILITIES, AND THEIR FAMILIES, INCLUDING BUT NOT LIMITED TO(1) SUPPORTING THESE PEOPLE TO LIVE IN INDEPENDENT AND SAFE ENVIRONMENTS, INCLUDING THROUGH THE PROVISION OF SUITABLE HOUSING WHERE REQUIRED AND APPROPRIATE(2) ENABLING THESE PEOPLE TO LIVE FULFILLING LIVES AND IN SO DOING TO PROVIDE PERSON CENTRED CARE AND SUPPORT, ADVOCACY, EDUCATION, TRAINING, EMPLOYMENT AND SOCIAL ACTIVITIES WHILST RESPECTING INDIVIDUALS' AND THEIR FAMILIES' CULTURE AND WISHES(3) ADVANCING THE EDUCATION OF, AND ENGAGING WITH, THE PUBLIC AT LARGE AND LOCAL COMMUNITIES IN RELATION TO THE NEEDS OF THOSE THAT THE CHARITY SUPPORTS

Activities: Provides supported housing and domiciliary support to adults with a learning disability and to children aged 16 and 17 with a learning disability.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Other Charitable Activities
- **What:** Disability, Accommodation/housing
- **Who:** Children/young People, People With Disabilities

Geography

- **Area of benefit:** IN PRACTICE THE BOROUGHES OF FYLDE WYRE AND BLACKPOOL
- Blackpool
- Lancashire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£14,190,921	£13,972,030	£7,319,327	326
2024-03-31	£13,061,202	£13,119,518	£7,067,255	321
2023-03-31	£12,424,564	£12,688,893	£7,037,891	368
2022-03-31	£12,021,466	£11,707,741	£7,651,855	376
2021-03-31	£11,586,665	£11,216,008	£6,669,153	406

Trustees

Name	Role	Appointed
David Stanhope	Chair	2021-01-20
Amanda Louise Tamzyn Long		2023-06-28
Angela Boyle		2020-06-01
Angela Rosemary Jacques		2019-05-08
Cathy Charlton		2025-05-21
Jane Anita Dunstan		2025-05-21
Peter John Hodgson		2022-11-23

One Fylde Limited

England & Wales - Charity number 1045039

Accounts



Supporting people to live their best lives

One Fylde
a Company Limited by Guarantee

Report and financial statements
for the year ended 31 March 2025

Charity number: 1045039
Company number: 03017303



Supporting people to live their best lives

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Report of the Trustees for the year ended 31 March 2025

The Trustees, who are also directors of the Charity for the purposes of the Companies Act, present their report and audited financial statements for the year ended 31 March 2025.

Purposes and Aims

The Charity's purposes as set out in the objects contained in the company's memorandum of association are as follows:

The care and support of people with learning disabilities, learning difficulties, mental health issues, acquired brain injuries and/or physical disabilities, and their families, included but not limited to

- Supporting these people to live in independent and safe environments, including through the provision of suitable housing where acquired and appropriate.
- Enabling these people to live fulfilling lives and in so doing, to provide person centred care and support, advocacy, education, training, employment and social activities whilst respecting individuals' and their families' culture and wishes.
- Advancing the education of, and engaging with, the public at large and local communities in relation to the needs of those that the charity supports.

The focus of our work

The Charity's mission statement, updated and approved by the Board in April 2010 reads:

One Fylde is a locally focussed, independent, community led charitable provider of support and housing to people with learning disabilities.

Our Values

- Inclusive: believing that we all have the right to live the life we choose.
- Respectful: valuing everyone and appreciating their contribution.
- Enabling: supporting people to work towards their dreams and goals.
- Flexible: being ready to make changes and adjustments.
- Open: a willingness to be honest and transparent.

Our 8 'Quality of Life Indicators'

1. Having meaningful relationships
2. Being physically and emotionally healthy
3. Having my privacy respected
4. Having a safe and stable home
5. Having meaningful purpose to my days
6. Having choices
7. Being heard and feeling respected
8. Having financial security

Strategic Report

This year we published our three-year strategy for 2025-2027 building on the objectives in the previous strategic plan. All leaders across the charity were invited to a Strategy festival day at which they were asked to consider how in their role they could have an impact on delivering key objectives.

The progress made on key objectives in the first year of the strategy:

Objective 1

To embed the One Fylde Quality Way

In 2024/2025 we revised the One Fylde Quality Way framework, to include a one-page summary and department-specific action plans. We co-ordinated leadership workshops and coaching to embed values and behaviours aligned with the Quality Way. We reviewed and updated both manual and electronic systems to reflect the indicators and improve visibility for governance and compliance.

We continued to cultivate a culture of reflection, learning, and co-production through the “Big Conversation” which we use to engage supported individuals in expressing their experiences through visual and written formats, aligned with the 8 quality of life indicators. We developed and shared leadership tools and visual aids (e.g. the “One Fylde way wheels”) to reinforce the framework across teams.

We initiated our first internal mock CQC inspections and quality audits to assess readiness and embed continuous improvement.

Objective 2

To develop a people plan centred around wellbeing & learning & development

We have maintained our previously established People Team and have also welcomed new talent into the department.

We have designed and implemented ‘JobTrain’ as our new applicant tracking system, which is about to progress to its first formal review stage after going live in November 2024. We have noted a significant decrease in the levels of agency usage across the organisation, specifically Supported Living, and we will be shifting focus to look at employee retention initiatives to maintain this decrease.

We were successful in our year 1 objective of having 65% of all staff being paid the Real Living Wage or above, and we are focusing attention on the plan to allow the charity to reach 100% by 2027. We have a draft ‘People Plan’ which aims to provide the charity with insight and guidance towards industry best practices in relation to employee wellbeing, learning and development and recruitment activities.

Objective 3

To review & implement financial systems to ensure robust financial governance

We were successful in achieving our year 1 strategic aims of:

- Achieve a surplus of £140k.
- Have a level of reserves above the lower threshold of one month’s operating costs (25%).

We reviewed our current finance system, as this is now approaching end of life. We identified areas that could be improved within the system to allow us to develop better reporting functionality and achieve efficiencies. We then instigated a tender process with several suitable suppliers to evaluate the market and ensure we achieve best value for the charity, which will be completed next year.

Our aim is to be as paperless as possible, to this end we have begun work on a digital documentation framework. Work has been completed to review and cleanse our departmental fileshares, as well as a full MS Teams review. Avepoint (Insight) reporting has ran on our Microsoft tenant to give a high-level overview of our current data. The risks it highlighted have been reviewed and any action needed for these risks addressed. Half yearly reviews of this have been scheduled.

In the year we appointed a business analyst. In partnership with her, we began to develop the data assurance pack for the board to ensure the information provided was concise and relevant to the strategic level of reporting. We also began to develop KPI's at management level to ensure key areas were being monitored which would support us in achieving our strategic aims.

Objective 4

To raise the profile of One Fylde as a charity to generate income

We appointed a Head of Marketing and Fundraising just before the end of the year. They will be developing a fundraising strategy and communications plan which will be approved and implemented next year.

We continued with Improving Lives Fund and awarded £26,825 of the charity's funds to successful applications in the year. The people we support at 107 St Andrews Road received a life-size I-Pad through the fund. This has enabled them to interact together more with quizzes & karaoke, as well as them being able to play interactive games on their own.

Basic Life Support and use of a defibrillator training was held for people we support and 30 of them received their certificate. Following the training, they acknowledged feeling more knowledgeable. Some admitted feeling nervous but being glad they attended as it was fun and great to learn. Another said that learning first aid was a goal of theirs; now achieved.

We were awarded a Digital Social Care Records (DSCR) grant of £33,000 from the NHS to contribute towards; one year of licence costs, training and implementation costs to agreed thresholds for the Access Care Planning system. We received £12,000 of training income in the year. The majority of this was in relation to Skills for Care. This funding was awarded to enable us to support staff to complete courses and qualifications to enhance their personal development and career progression. Adding to this the small levels of donations and miscellaneous income received in the year, means we achieved our KPI of generating income of £50,000 in the year.

The board agreed to explore the possibility of opening a community café in 25-26 staffed by people we support. The community cafe offers One Fylde the unique opportunity to expand and enhance its Enterprise learning programme for people with learning disabilities and autism by ensuring an inclusive and supportive environment. This initiative aims to positively impact personal development, social integration and overall well-being through educational and employment opportunities.

Objective 5

To develop a social value framework to include environmental sustainability.

An Environmental, Social and Governance assessment has been done during the year. The findings from that report provided benchmark data and an action plan to strengthen our activities in these areas.

A submission was completed to show compliance with Phase 3 of the Energy Savings Opportunity Scheme (ESOS) during the year and an action plan enacted to reduce our energy consumption over the next few years. This work is being led by our Health and Safety lead.

The outline capturing our Social Value has been commenced using the TOMS Framework (National Themes Outcomes and Measurement Framework 2019). Our Head of Marketing and Fundraising will lead on this initiative. There are many examples of our Social Value impact across the organisation, from the number of people we employ locally to the number of local contractors and businesses we use. The work the Enterprises do on a day to day basis driving learning and development for people with Learning Disabilities and Autism in many areas from gardening and Horticulture, the cafe, the radio station and the recycling team who support local businesses and the environment everyday with the work they do.

Objective 6

To develop a housing strategy

In the year we appointed a Director of Housing. In partnership with her we reviewed the structure of the housing team and portfolio and began to develop strategies and systems to ensure a plan was in place to improve the quality of our housing stock whilst maintaining the sustainability of the housing department.

Following the review of our housing stock, we instructed Property Tectonics to carry out detailed surveys of all our properties in 25-26. This will provide us with a 30-year maintenance plan, which will inform rent setting moving forward, and enable us to manipulate this data to allow us to carry out the required improvement works on our housing stock in a sustainable manner. This information will be held within a new asset management software, Lifespan.

We have started to develop a set of Compliance reports from the data currently held within our repairs system, FixFlo, which has highlighted some limitations with the software and the quality of the data. As a result of these findings a data cleanse plan has been put in place and a decision was also taken to move all compliance data over from FixFlo, to Lifespan. This will enable us to manage the data more effectively and provide more robust, flexible compliance reporting.

This year, one new property has been acquired for £220,478, and one property was sold for £153,126.

After a long period of consultation with Lancashire County Council, a decision was taken to move People We Support from 3 of our properties into a new apartment scheme, Ansdell Apartments. Tenants will be moved from our outdated housing stock into this brand-new apartment scheme. While this will result in reduced income in the short-term, it will provide us with the opportunity to develop our housing stock in the future more in keeping with our vision for the One Fylde housing portfolio.

Achievements and Performance

During 2024-25, One Fylde has continued to support around 189 people with learning disabilities in Supported Living and Outreach. Of these, 138 people we support were in Supported Living across 47 properties.

During the year we carried out a significant review of our rewards package for staff. We actively sought and listened to staff feedback through various channels such as; staff surveys, employee voice and staff polls. This feedback was instrumental in shaping our approach to enhancing the well-being and satisfaction of our dedicated team. As a result, we were delighted to offer all our staff the opportunity to be paid the Real Living Wage. The Real Living Wage represents a significant milestone in our ongoing efforts to foster a supportive and inclusive work environment where every member of our team feels valued, respected, and empowered. This decision not only aligns with our core values as a charity, but also shows our commitment to promoting dignity, fairness, and social responsibility within our workforce. We recognise that our support workers play a vital role in the lives of the people we support and in the success of One Fylde as a whole. By investing in our team and prioritising fair compensation, we aim to strengthen morale, enhance job satisfaction, and ultimately, improve the quality of care and support we provide to people with Learning Disabilities and Autism.

Key Performance Indicators (KPIs)

The trustees monitor the following KPIs on a monthly basis to assess progress against the strategic objectives:

KPI	2023-24	2024-25	
Staff vacancies	54.38	44.34	average number of full time equivalent (FTE) vacancies during the year
Staff turnover	28.30%	21.89%	number of leavers during the year in proportion to the total workforce
Service delivery by agency staff	13.80%	9.95%	proportion of support hours delivered by agency staff
Days missed due to sickness	4,483	3,228	total sick days in the year across the workforce
Commissioned hours	523,761	525,367	total hours commissioned for Supported Living and Homecare
Donations received	£152,180	£7,500	voluntary, unrestricted charity income
Annual reviews completed	85	172	number of reviews for People We Support completed during the year
Void in One Fylde properties	9	10	average number of empty rooms during the year

We made significant progress in the year in a number of key areas. Staff vacancies, staff turnover and staff sickness levels reduced significantly which led to a significant reduction in service delivery by agency staff. Offering staff the Real Living Wage alongside integrating our new applicant tracking system appears to have enabled us to attract and retain staff better than we have been able to previously. This not only benefits us

financially, by allowing us to avoid paying inflated agency rates, but also hugely benefits the People We Support and house teams by providing more stability in services through the implementation of more permanent staff members. There has been a major focus on ensuring all people we support receive an annual review, previously these were limited to supported living services, they have now been extended outreach services.

Financial Review

As required by the Charities Commission Statement of Recommended Practice (SORP) for larger charities, the accounts for this year have again been cast in terms of the activities, firstly of social care provision and secondly of housing.

An increase in the rates paid by our main commissioning body, above the increase in our staffing costs, resulted in the setting of a surplus budget of £142,169. This increase was much welcomed and enabled us to set a budget with a small, expected return of 1%.

Income for the year totalled £14,190,921 (2024: £13,061,202). Income from social care contracts increased by £1,148,383 (10.2%) against the previous year, and property income increased by £69,951 (4.5%). Other income increased from £139,366 in the previous year to £199,476 this year.

Expenditure for the year totalled £13,972,030 (2024: £13,119,518). It also includes expenditure of £11,400 for Housing condition improvement works, which is chargeable to the Designated Fund.

The movement in unrestricted income funds was £260,324 during the year, which is a positive outcome when compared to the budgeted surplus of £142,169. The main contributing factors to this result are the reduced staff payroll costs and an under-spend on I.T. integration costs.

In the context of these figures, the Trustees are satisfied that the Charity has managed its financial affairs during the year in a prudent manner and that the financial health of the Charity is sound.

Plans for Future Periods

The strategic plan for 2025-27 was drawn up following discussions and workshops held with trustees, staff, people we support and their families and friends. The agreed objectives for the next three years are:

- Embed the One Fylde Quality Way.
- Develop a people plan centred around well-being and learning & development.
- Review and implement financial systems to ensure robust financial governance.
- Raise the profile of One Fylde as a charity to raise income.
- Develop a social value framework to include environmental sustainability.
- Develop a Housing Strategy.

Fundraising Policy

The One Fylde Fundraising Policy ensures that all fundraising activities are ethical, transparent, and align with the charity's mission. It applies to all staff, board members, volunteers, and third-party organisations involved in fundraising. The policy outlines ethical standards, gift acceptance criteria, donor relations, transparency and accountability measures, conflict of interest disclosures, and the process for annual review and amendments. The Charity also subscribes to the Fundraising Code of Conduct.

Investment Policy

The Charity maintains its banking with a reputable and established Clearing Bank, keeping cash in an interest-bearing account wherever possible.

Subject to the requirements of the Charity's Investment Policy, cash not required for the maintenance of reserves, is invested for the benefit of the Charity's beneficiaries, having regard to a balance of security and return as follows. Any investments purchased are those recommended by a qualified IFA (Independent Financial Advisor) whose opinion is recorded in the minutes of the Charity. The Trustees note, however, that it is they who are wholly responsible for the decision to purchase an investment.

All acquisitions and disposals of investments are actioned only after the board has so decided. In general, and subject to changing conditions, the Trustees recognise the wisdom of balancing investments between those based on securities or bonds and those based on equities, and endeavour to minimise risk whilst maximising return by spreading investments between these types.

The Trustees recognise that investments which depend on the performance of the markets must be treated as long term (i.e. able to remain invested for five years or more) and will seek to avoid placing cash in investments if there are foreseeable circumstances in which it would be required earlier than this. During the year the return on the Charity's fixed asset investments was 10.7% (2024: 2.8%).

Reserves Policy

One Fylde is required to hold reserves in order to achieve its charitable aims. In particular, as a Charity which owns property, fixed asset reserves are held in order to provide a quality and security of accommodation to the people we support which would not otherwise be achievable. Reserves of cash are also held in order to allow the Charity to continue operations when streams of funding reduce following, for example the death or departure of people we support.

Notwithstanding working properties or other investments held, the Trustees' policy is to hold reserves of cash sufficient to allow a flexible and timely response to any urgent requirement for a package of care and accommodation similar to those currently operating – this is represented by the unrestricted general fund.

The Trustees therefore consider it both prudent and realistic to have general funds of between £1 million and £2 million (representing 1-2 months running costs) – within which should be cash balances of between £750,000 and £1,250,000, ideally. The Trustees, through their Finance Sub-Committee and otherwise, will keep the level of reserves under review and take steps to keep any available funds surplus to the reserve range outlined above fully invested in line with the Charity's investments policy. They will also seek to ensure, through management, that no decisions of the Charity allow the general fund to drop below the levels described above considering the options for sustaining reserves in good time. As at 31 March 2025, the Charity's general funds amounted to £1,583,246 (2024: £1,309,469) (including cash balances of £1,967,081 (2024: £1,450,605). This balance is after separating designated funds which represent net fixed assets (long term assets held as property, less mortgage balances due after more than one year in connection with those properties), designated funds for property investment, and the revaluation reserve which also forms part of the net long term property total.

Going concern

Whilst the reserves held are within the target area, the Trustees are mindful that cash balances remain above the higher limit set in the policy. However, funds are being retained in the Property Investment fund to invest in housing as suitable investment opportunities arise.

The Accounts are prepared on a going concern basis, which the Trustees consider to be appropriate having considered the foreseeable future. The Charity holds reserves which are sufficiently in line with its reserves policy.

Structure, governance and management

The Charity is Registered Charity number 1045039 and a charitable company limited by guarantee and was incorporated at Companies House in February 1995 as Company Number 3017303, having operated as an unincorporated Charity since 1985. The memorandum and articles of association were updated during the year and formally adopted on 14 November 2023. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

The board of Trustees, of whom there should not be less than three, are appointed for a three-year period under the procedure described in Section 61 of the Articles of Association and may be deemed disqualified or removed from office as described in Section 63 of the Articles. The Trustees meet six times a year, a minimum of four times a year is required by the Articles, and at other times as required.

All members of the Board give their time voluntarily and receive no benefits from the Charity. Any expenses reclaimed from the Charity are set out in note 7 to the accounts.

Salaries paid to senior managers are set at a level which the Trustees consider to be competitive and are reviewed from time to time with reference to comparable roles in similar organisations.

The current Trustees are already familiar with the practical work of the Charity. New Trustees are given an induction pack consisting of various Charity Commission publications giving guidance to Trustees, along with the memorandum and articles and latest financial statements of the Charity. There is an ongoing programme of in-service training for Trustees which has included sessions on the Role of the Trustee, the commissioning climate and similar subjects.

Employment Policy

One Fylde aims to ensure that no employee or candidate is subject to unlawful discrimination, either directly or indirectly, on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including ethnic or national origins, colour and nationality), religion or belief (including lack of belief), or sex and sexual orientation. This commitment applies to all aspects of employment, including:

- recruitment and selection, including advertisements, job descriptions, interview and selection procedures
- training
- promotion and career development opportunities
- terms and conditions of employment, and access to employment related benefits and facilities
- grievance handling and the application of disciplinary procedures, and
- selection for redundancy.

The Organisation recognises the benefits of having a diverse workforce and will take steps to ensure that:

- everyone receives equality of treatment in recruitment and employment
- job applicants are not asked for medical information before a job offer is made; that is unless there are lawful reasons to ask for medical information which include; complying with disability discrimination law when making interview arrangements and a genuine, job related reason
- additional protection from discrimination is given to job applicants with a disability, and those with a family history of illness
- reasonably endeavours to recruit from the widest pool of qualified candidates possible
- employment opportunities are open and accessible to all on the basis of merit
- where appropriate, positive action may be taken to attract applications from all sections of society and especially from those groups which are underrepresented in the workforce
- selection criteria and processes do not discriminate unjustifiably on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including ethnic or national origins, colour and nationality), religion or belief (including lack of belief), sex and sexual orientation, other than in those instances where the organisation is exercising lawfully permitted positive action,

Trustees attend events and are accessible for staff to engage with by listening to their views and opinions and feeding back to the Executive team.

Risk Management

The management and mitigation of risk to individuals' safety is central to the planning, delivery and monitoring of services. Staff are trained in risk assessment and focus on balancing reasonable risk alongside responsibility for safeguarding in every aspect of their work. Safeguarding and whistleblowing policies are in place and function to gain information about any risk at an early stage so that appropriate interventions can be considered. All safeguarding matters are reported to and scrutinised by the Board.

The Charity uses the services of Radar Law and Health and Safety consultancy to reduce the risk of liability for employment and safety related issues. This service fosters the development of positive and appropriate management practice and also provides insurance backed indemnity for preparation, representation and certain awards at Employment Tribunals and Health and Safety Tribunals.

Financial risk is managed through the appointment of professionally qualified managers, scrutiny of a corporate risk register, interim financial statements and internal audit procedures, but also through clear communication between Trustees and management about the financial and regulatory position in relation to current and proposed activities.

Organisational Structure

The **Board of Management** is the decision-making body which runs One Fylde. It and its subcommittees consist of volunteers who carry legal responsibility for the affairs of the organisation. Members of the Board are registered as directors of the Company Limited by Guarantee at Companies House, and also as Charitable Trustees with the Charities Commission. The Board gives guidance and direction to management, sets policy, and monitors financial matters. Trustees participate in the recruitment of senior staff and in hearing disciplinary appeals against decisions of senior management.

During the year under review, the **Leadership Team** is comprised of a Chief Executive Officer, a Director of Finance and Support Services, a Director of Operations and Quality and a Director of Housing and Facilities. Meeting weekly, the Leadership Team dealt with day to day management matters, monitored quality of service, communicated decisions of the Board, monitored financial matters etc. Membership of Leadership Team is ex officio, arising from appointment to one of the senior management positions.

Pay is reviewed for key management posts in line with external benchmarking and criteria will be set going forward to manage any reviews.

The **Head of Department (HOD)** Meeting takes place every month and exists as a strategic and operational forum for Heads of Department to align departmental goals with the wider charity's priorities, discuss cross-functional initiatives, review leadership actions and updates and introduce/refine internal tools and processes.

Staff Meetings—Supported Living, Outreach, Activities or Office, are for discussion and communication of everyday operational matters.

Associated organisations

The Charity is affiliated to:

The National Council for Voluntary Organisations

Association of Chief Executives of Voluntary Organisations

Voluntary Organisation Disability Groups

Learning Disability England

Reference and Administrative Information

Registered Charity name: One Fylde Limited

Registered Charity number: 1045039

Registered company name: One Fylde

Registered company number: 03017303

Principal address/ registered office:

Libra House

Cropper Close, Whitehills Business Park

Blackpool

FY4 5PU

Trustees serving during and/or in post at the date of these accounts

Angela Rosemary Jacques (appointed 8th May 2019)

Angela Boyle (appointed 1st June 2020)

David Raymund Stanhope (appointed 20th January 2021) Chair

Vanessa Harris (appointed 24th March 2021, resigned 15th April 2025)

Peter John Hodgson (appointed 23rd November 2022)

Amanda Louise Tamzyn Long (appointed 28th June 2023)

Jane Anita Dunston (appointed 21st May 2025)

Cathy Charlton (appointed 21st May 2025)

Leadership Team at the date of approval of this report

Tracey Bush (appointed 9 June 2019) Chief Executive Officer

Michelle Riches (appointed 16 January 2023) Director of Operations and Quality

Paula Nash (appointed 1 December 2023) Director of Finance and Support Services

Gemma Smith (appointed 5 August 2024) Director of Housing and Facilities

Bankers:

Royal Bank of Scotland

Drummond House

1 Redheughs Avenue

Edinburgh

EH12 9RH

Solicitors:

Easthams

292-302 Church Street

Blackpool

FY1 3QA

Auditors:

Champion Accountants LLP

7-9 Station Road

Hesketh Bank

Preston

PR4 6SN

Responsibilities of the Board of Trustees

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

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the charities SORP 2015 (FRS102)
- make judgements 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
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate

The Trustees have overall responsibility for ensuring that the Charity has appropriate systems of control, financial and otherwise. They are also responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities Act 2011/2006

and the regulations made thereunder. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that the charitable company is operating efficiently and effectively, its assets are safeguarded against unauthorised use or disposition, proper accounting records are maintained and financial information used within the charitable company is reliable and that the charitable company complies with relevant laws and regulations.

The Trustees have, as part of the business planning cycle, assessed business risks and their potential impact and likelihood of occurrence and where necessary investigated means to mitigate the risks.

Auditors

A resolution proposing that Champion Accountants LLP, Statutory Auditors, be re-appointed as auditors will be put to the Meeting on 17 September 2025

In so far as the Trustees are aware:

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

In addition to this years' Trustees Report, an Annual Review has been produced 'Wellbeing for All'.

The Trustees approve this report for the year ended 31 March 2025 in their capacity as company directors and the Trustees' report on 17th September 2025.

Approved on behalf of the Board of Trustees



David Stanhope, Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ONE FYLDE

Opinion

We have audited the financial statements of One Fylde (limited by guarantee) (the 'charitable company') for the year ended 31st March 2025 which comprise the Statement of Financial Activities, the Statement of Financial Position (Balance Sheet), Statement of Cashflows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2025 and of its incoming resources and application of resources, including 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.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 charitable company's ability to continue as a going concern for the 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. The other information comprises the information included in the annual report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ONE FYLDE– continued

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 the other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; 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; or
- the trustees were not entitled to take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report to the Trustees.

Responsibilities of Trustees

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

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

Our 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 a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of

irregularities, including fraud. The event to which our procedures are capable of detecting irregularities, including fraud is detailed below.

- We obtained an understanding of the legal and regulatory frameworks applicable to the charitable company and the sector in which they operate. We determined that the following laws and regulations were most significant: the Charities SORP (FRS 102), the Companies Act 2006, Employment regulation and Health and safety legislation.
- We obtained an understanding of how the charitable company is complying with those legal and regulatory frameworks by making inquiries to the management.
- We assessed the susceptibility of the charitable company's financial statements to material misstatement including how fraud might occur. Audit procedures performed by the audit engagement team included:
 - o Identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud:
 - o Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process:
 - o Challenging assumptions and judgements made by management in its significant accounting estimates;
 - o Identifying and testing journal entries; in particular any journal entries posted with unusual combinations;
 - o Reviewing material variation from our expectations in the income, expenses and balances, and
 - o Assessing the extent of compliance with the relevant laws and regulations.

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

A further description of our responsibilities for the audit of the financial statement is located on the Financial Reporting council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

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

P Buck FCA, DChA (Senior Statutory Auditor)
for and on behalf of Champion Accountants LLP
7-9 Station Road
Hesketh Bank
Preston
Lancashire
PR4 6SN

Date:

Statement of Financial Activities (including income and expenditure account)

for the year ended 31 March 2025

	Note	Unrestricted funds	Restricted funds	Total Funds	Total funds
		2025	2025	2025	2024
		£	£	£	£
Income:					
Donations	2	2,716	-	2,716	151,441
Charitable activities:					
Social care contracts		12,377,435	-	12,377,435	11,229,052
Property income		1,611,294	-	1,611,294	1,541,343
Other income		199,476	-	199,476	139,366
Total incoming resources		14,190,921	-	14,190,921	13,061,202
Expenditure:					
Charitable activities	3				
Provision of social care		12,357,308	8,252	12,365,560	11,579,053
Landlord costs		1,606,470	-	1,606,470	1,540,465
Total expenditure		13,963,778	8,252	13,972,030	13,119,518
Gains on revaluation of investments		1,321	-	1,321	338
Net income		228,464	(8,252)	220,212	(57,978)
Unrealised gain on fixed asset revaluation		31,860	-	31,860	87,342
Loss on sale of offices		-	-	-	-
Net movement in funds		260,324	(8,252)	252,072	29,364
Reconciliation of funds					
Total funds brought forward		7,019,885	47,370	7,067,255	7,037,891
Total funds carried forward		7,280,209	39,118	7,319,327	7,067,255

The statement of financial activities includes all gains and losses recognised in the year

All income and expenditure derives from continuing activities.

Balance Sheet as at 31 March 2025

	Note	2025 £	2024 £
Fixed assets:			
Tangible assets	9	5,674,564	5,728,672
Investments	10	13,614	12,293
Total fixed assets		5,688,178	5,740,965
Current Assets:			
Debtors	11	1,593,997	1,819,838
Cash at bank and in hand		1,967,081	1,450,605
Total current assets		3,561,078	3,270,443
Liabilities:			
Creditors: Amounts falling due within one year	12	1,623,138	1,582,249
Net current assets		1,937,940	1,688,194
Total assets less current liabilities		7,626,118	7,429,159
Creditors: Amounts falling due after more than one year	13	238,432	293,545
Provisions for liabilities	14	68,359	68,359
Total net assets		7,319,327	7,067,255
The funds of the charity:	17		
Restricted funds		39,118	47,370
Unrestricted income funds		1,583,246	1,309,469
Designated - Revaluation reserve		2,190,598	2,306,047
Designated - Improving Lives Fund		11,297	18,123
Designated - Unrestricted net fixed assets fund		3,019,701	2,832,127
Designated - Property investment fund		475,367	554,119
Total charity funds		7,319,327	7,067,255

The notes on pages 19 to 29 form part of these accounts
Approved and authorised for issue by the trustees on

Signed on behalf of the Trustees



David Stanhope
Chair

Statement of cash flows
for the year ended 31 March 2025

	2025	2024
	£	£
Cash flows from operating activities:		
Net cash provided by operating activities	664,147	(132,476)
Cash flows from investing activities:		
Purchase of tangible fixed assets	(240,180)	(878,168)
Proceeds from sale of fixed assets	153,026	172,370
Net cash provided by investing activities	(87,154)	(705,798)
Cash flows from financing activities:		
Repayments of borrowing	(60,517)	(63,841)
Net cash provided by financing activities	(60,517)	(63,841)
Change in cash and cash equivalents in the year	516,476	(902,115)
Cash and cash equivalents at the beginning of the year	1,450,605	2,352,720
Total cash and cash equivalents at the end of the year	1,967,081	1,450,605
Reconciliation of net income to net cash flow from operating activities		
Net movement in funds	252,072	29,364
Adjustments for:		
Depreciation	153,755	170,743
Loss/(profit) on disposal of fixed assets	19,367	12,790
Revaluation of properties (unrealised)	(31,860)	(87,342)
(Gain) on investments (unrealised)	(1,321)	(338)
(Increase)/decrease in debtors	225,842	(408,914)
(Decrease)/increase in creditors	46,292	183,060
(Decrease) in provisions	-	(31,839)
Net cash provided by operating activities	664,147	(132,476)

Notes to the accounts

The Charity is a registered Charity and a charitable company limited by guarantee and is incorporated in the UK.

1. Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of accounting

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

One Fylde meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost unless otherwise stated in the relevant accounting policy.

Preparation of accounts on a going concern basis

The Charity continues to hold cash reserves above the cash reserves policy of between £750,000 and £1,250,000 in the period since the balance sheet date, for the reason stated in the trustees' report. Projected cash flow forecasts for the next 12 months indicate that this will continue to be the case. On this basis the Charity is a going concern.

Income

Income from funding bodies and clients are accounted for when the Charity is entitled to the funds on an accruals basis. Income from rents are accrued on a straight line basis over the length of the tenancy. Donations are accounted for as received by the Charity.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the Charity. Restricted funds are donations which the donor has specified are to be used solely for a particular purpose.

Legacies

Legacies are included in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

Expenditure and irrecoverable VAT

Expenditure is recognised on an accruals basis as a liability is incurred. Value added tax is not recoverable by the Charity, and as such is included in the relevant costs.

Expenditure on charitable activities comprises those costs incurred by the Charity in the delivery of its activities and services to beneficiaries. It includes both costs that can be allocated directly to such activities and their associated support costs.

Allocation of support costs

Support costs are those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include back office costs, finance, human resources and governance costs which support the Charity's activities. These costs are apportioned between activities on the basis on income generated.

Operating Leases

Rental charges are charged to the SoFA on a straight line basis over the life of the lease.

Tangible fixed assets

Fixed assets, other than properties, are stated at purchase price, less depreciation and amounts written off. Properties are stated at their market value. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life:

Freehold and leasehold property	2% on cost/revalued amount
Improvements to leasehold property	straight line over the period of the lease
Fixtures and fittings	25% reducing balance method
Office equipment	25% reducing balance method
Motor vehicles	25% reducing balance method
Furnishings	20% reducing balance method

Individual expenditure below £100 is not capitalised.

No depreciation is provided on freehold and long leasehold land.

Properties are revalued externally by a professional chartered surveyor every five years and internally in the intervening years. Internal valuations are carried out using published data on the changes in property prices in the appropriate postcode areas.

Investments

Investments are included at market value at the balance sheet date and the gain or loss is transferred to the SoFA.

Debtors

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

Cash at bank and in hand

Cash at bank and cash in hand includes cash and bank accounts with immediate access.

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 in settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Deferred income

Where income received for social care contracts remains unspent at the end of the financial year this is carried forward as deferred income (balance sheet creditors) to be utilised for the benefit of the people we support in future periods. If any money remains unspent after one year these are released to income on the statement of financial activities.

Lease payments received in advance are released to the SOFA over the length of the lease.

Financial instruments

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

Pensions

The Charity operates three money purchase defined contribution pension schemes. Contributions are charged in the Statement of Financial Activities as they become payable in accordance with the scheme.

2. Analysis of donations

	2025	2024
	£	£
Legacy income	1,841	127,071
Other donations	875	24,370
	-----	-----
	2,716	151,441
	=====	=====

3. Analysis of expenditure on charitable activities

	Provision of social care	Housing costs	2025 Total	2024 Total
	£	£	£	£
Direct staffing costs	10,400,006	179,179	10,579,185	9,902,093
Staff training and recruitment	139,605	-	139,605	102,846
Activity costs	195,038	-	195,038	151,037
Operational other costs	151,776	-	151,776	138,384
Property rental and mortgage costs	-	429,271	429,271	412,443
Council tax and utility costs	-	119,135	119,135	62,815
Property maintenance costs	-	526,452	526,452	556,547
Insurance	67,200	11,921	79,121	73,316
Depreciation	42,132	97,586	139,718	155,208
Other property costs	-	61,560	61,560	109,133
Loss on sale of property	-	19,367	19,367	12,615
Miscellaneous costs	60,664	-	60,664	26,915
Marketing, communications & engagement	56,462	-	56,462	56,717
Support costs (note 5)	1,198,956	156,080	1,355,036	1,298,878
Governance costs (note 5)	45,469	5,919	51,388	45,321
Restricted costs on SOFA	8,252	-	8,252	15,250
	12,365,560	1,606,470	13,972,030	13,119,518

4. Summary analysis of expenditure and related income for charitable activities

	Provision of social care £	Housing costs £	2025 Total £	2024 Total £
Costs	(12,365,560)	(1,606,470)	(13,972,030)	(13,119,518)
Care Contract income	12,377,435	-	12,377,435	11,229,052
Rents	-	1,611,294	1,611,294	1,541,343
Other income	199,476	-	199,476	139,366
Net contribution to charitable funds	211,351	4,824	216,175	(209,757)

5. Analysis of governance and support costs

	Support costs £	Governance costs £	2025 Total £	2024 Total £
Payroll and related costs	831,395	32,308	863,703	859,966
Office costs	394,737	-	394,737	387,386
Audit fees	-	19,080	19,080	14,790
Legal and professional fees	128,904	-	128,904	82,058
	1,355,036	51,388	1,406,424	1,344,200

6. Net income/expenditure for the year

	2025 £	2024 £
This is stated after charging:		
Depreciation of tangible fixed assets	153,755	170,743
Loss/(profit) on disposal of fixed assets	19,367	12,790
Audit fee -for year	16,440	13,800
-under/(over)provision in previous year	2,640	990
Interest payable on bank loans & mortgages	23,634	27,536
Property rents	405,637	391,639
	=====	=====

7. Analysis of staff costs, Trustees remuneration and expenses, and the cost of key management personnel

	2025	2024
	£	£
Wages and salaries	9,188,582	8,408,501
Social security costs	851,591	753,348
Pension costs	230,685	213,607
	-----	-----
	10,270,858	9,375,456
	=====	=====

Number of employees whose total employee benefits is in excess of £60,000 (including pension payments and ex gratia payments) is as follows:

	2025	2024
£60,000-£69,999	-	1
£70,000-£79,999	1	-
£80,000-£89,999	1	-
£90,000-£99,999	-	-
£100,000-£109,999	-	1
£110,000-£119,999	1	-

The Charity Trustees were not paid, nor did they receive any other benefits from employment with the Charity during the year (2024: nil). Trustee expenses paid during the year were £nil (2024: nil).

The key management personnel of the Charity comprise the Chief Executive Officer, Director of Operations and Quality, Director of Finance and Support Services, and Director of Places and People. The total employee remuneration of the key management personnel of the Charity was £347,677. (2024: £261,661).

8. Staff Numbers

The average headcount in the year was 326 (2024: 321). Full time equivalent 285 (2024: 290)

9. Tangible fixed assets

	Freehold Land and Buildings	Long Leasehold Land and Buildings	Leasehold Imp'ments	Fixtures, Fittings, Furnishings Equipment and Motor Vehicles	Total
	£	£	£	£	£
Cost/ valuation					
As at 1 April 2024	1,903,764	3,529,408	29,022	2,017,301	7,479,495
Additions	7,600	229,580	-	3,000	240,180
Disposals	-	(173,000)	-	(46,486)	(219,486)
Revaluation	(51,548)	6,075	-	-	(45,473)
As at 31 March 2025	1,859,816	3,592,063	29,022	1,973,815	7,454,716
Depreciation					
As at 1 April 2024	-	-	15,216	1,735,607	1,750,823
Charge for the year	28,596	49,961	5,611	69,587	153,755
On disposals	-	(1,224)	-	(45,869)	(47,093)
Transfer to revaluation reserve	(28,596)	(48,737)	-	-	(77,333)
As at 31 March 2025	-	-	20,827	1,759,325	1,780,152
Net book value					
As at 31 March 2025	1,859,816	3,592,063	8,195	214,490	5,674,564
As at 1 April 2024	1,906,764	3,529,408	13,806	281,694	5,728,672

The cost or valuation of freehold buildings and long leasehold buildings, on which depreciation is charged, amounted to £3,947,954. The carrying amount of freehold land and buildings and long leasehold land and buildings are considered to be at the open market value. An internal valuation, of these assets, was carried out at the year end. The freehold land and buildings and long leasehold land and buildings were revalued at £2,202,260 and £3,249,620 respectively at that time.

The historical cost of freehold land and building less accumulated depreciation was £999,290, as at 31 March 2025. The historical cost of long leasehold land and building less accumulated depreciation was £1,970,557 as at 31 March 2025.

10. Fixed assets investments

Investments held in the UK primarily to provide an investment return

	2025 £	2024 £
At valuation		
At 1 April 2024	12,293	11,955
Unrealised gain on investments	1,321	338
	-----	-----
At 31 March 2025	13,614	12,293
	=====	=====
	Nominal value	Cost Valuation
	£	£ £
40 Charifund accumulation units	2,812	2,812 13,614
	=====	=====

11. Debtors

	2025 £	2024 £
Amounts due within one year:		
Trade debtors	1,440,449	1,669,732
Other debtors	21,979	27,766
Prepayments and accrued income	131,569	122,340
	-----	-----
	1,593,997	1,819,838
	=====	=====

12. Creditors (amounts falling due within one year)

	2025 £	2024 £
Trade creditors	352,867	332,290
Social security and other taxes	190,349	226,565
Mortgages (secured)	52,348	57,752
Deferred income (note 15)	201,657	177,359
Accruals	785,937	735,203
Other creditors	39,980	53,080
	-----	-----
	1,623,138	1,582,249
	=====	=====

13. Creditors (amounts falling due after more than one year and payable by instalments)

	2025	2024
	£	£
Mortgages (due within 1-2 years)	50,975	54,189
Mortgages (due within 2-5 years)	109,599	141,678
Mortgages (due after 5 years)	77,858	97,678
	-----	-----
	238,432	293,545
	=====	=====

The mortgages are secured against the freehold and long leasehold properties. The proportion of the liability to the value of the assets charged is 9% (2024: 11%). The interest rate charged on the mortgages was between 1.75% and 2.65% above base rate.

14. Provision for liabilities

The provision for liabilities relates primarily to property reinstatement costs.

	2025	2024
	£	£
Balance as at 1 April 2024	68,359	100,198
Spent in year	-	(31,839)
Released in the year	-	-
Provision for additional costs	-	-
	-----	-----
Balance as at 31 March 2025	68,359	68,359
	=====	=====

15. Deferred Income

	2025	2024
	£	£
Balance as at 1 April 2024	177,359	176,443
Amount released to income earned from charitable activities	(177,359)	(176,433)
Amount deferred in year	201,657	177,359
	-----	-----
Balance as at 31 March 2025	201,657	177,359
	=====	=====

16. Obligations under operating leases

As at 31 March 2025, the Charity had future minimum lease payments under non-cancellable operating leases for each of the following periods:

	2025 £	2024 £
Land and buildings		
Payments due		
- within one year	523,996	489,388
- between one and five years	1,161,815	1,207,675
- more than five years	769,673	829,723
	-----	-----
	2,455,484	2,526,786
	=====	=====

The Charity aims to secure long leases (between 5 and 15 years) on its leased residential properties in order that tenants can have greater security of tenure and the costs to the Charity are minimised.

17. Movement in funds

	Balance at 1 April 2024	Incoming resources	Resources expended	Transfers between funds	Funds at 31 March 2025
	£	£	£	£	£
Unrestricted funds					
General Fund	1,309,469	14,190,921	(13,963,778)	43,484	1,580,096
Designated - Revaluation fund	2,306,047	33,181	-	(148,630)	2,190,598
Designated - Unrestricted net asset funds	2,832,127	-	-	190,724	3,022,851
Designated - Property investment fund	554,119	-	-	(78,752)	475,367
Designated - Improving lives fund	18,123	-	-	(6,826)	11,297
Restricted funds	47,370	-	(8,252)	-	39,118
Total	7,067,255	14,224,102	(13,972,030)	-	7,319,327

Name of unrestricted fund -

description, nature and purpose of the fund

General fund

The "free reserves" after allowing for all designated funds.

Designated funds:

The designated revaluation fund is the difference between the cost or valuation of properties and investments when first recognised, less any depreciation and its subsequent revalued amount.

The designated net assets fund consists of the net book value of properties as shown on the balance sheet, less the balance on loans due after more than one year and the revaluation reserve element noted above.

The trustees took the decision to create a designated fund for a specific future project. This specific project is an investment in properties owned by the charity to improve their condition. The initial amount allocated to the designated funds is taken from the independent surveyor's report. The net sale proceeds of property disposals have been added to this fund and used to finance further property acquisitions.

	Balance at 1 April 2024	Net movement	Funds at 31 March 2025
Unrestricted funds			
General Fund	1,309,469	270,627	1,580,096
Designated - Revaluation fund	2,306,047	(115,449)	2,190,598
Designated - Unrestricted net asset fund	2,832,127	190,724	3,022,851
Designated - Property investment fund	554,119	(78,752)	475,367
Designated - Improving lives fund	18,123	(6,826)	11,297
	7,019,885	260,324	7,280,209
Restricted Funds			
Transferred from OHT			
Dementia service	37,221	(321)	36,900
Children's service	5,475	(5,475)	-
Sensory room	2,872	(2,456)	416
Other	1,802	-	1,802
	47,370	(8,252)	39,118
TOTAL FUNDS	7,067,255	252,072	7,319,327

18. Related Party Transactions

No trustee or other person related to the Charity had any personal interest in any contract or transaction entered into by the Charity during the year. (2024: nil)

19. Financial Instruments

Financial instruments measured at amortised cost comprise mortgages provided by The Royal Bank of Scotland

	2025 £	2024 £
Mortgages (due within one year)	52,348	57,752
Mortgages (due within 1-2 years)	50,975	54,189
Mortgages (due within 2-5 years)	109,598	141,678
Mortgages (due after 5 years)	77,858	97,678
	-----	-----
	290,779	351,297
	=====	=====

20. Capital commitments

The charity has a capital commitment at the year end in relation to the purchase of a property of £152,954. (2024: nil).

21. Funds held on behalf of People we Support

	2025 £	2024 £
Balance brought forward	60,022	21,011
Movement in year	(23,239)	39,011
	-----	-----
Balances at the end of the year	36,783	60,022
	=====	=====

The charity acts as agents in relation to these monies. The income/expenditure and balances are not included in the financial statements.

22. Legal status of the Charity

One Fylde is a company limited by guarantee and has no share capital. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

No tax charges have arisen in the Charity.

23. Taxation

As a Charity, One Fylde is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992, to the extent that these are applied to its charitable objects.

One Fylde Limited

England & Wales - Charity number 1045039

Accounts



One Fylde
a Company Limited by Guarantee

Report and financial statements
for the year ended 31 March 2024

Charity number: 1045039
Company number: 3017303

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Report of the Trustees for the year ended 31 March 2024

The Trustees, who are also directors of the Charity for the purposes of the Companies Act, present their report and audited financial statements for the year ended 31 March 2024.

Purposes and Aims

The Charity's purposes as set out in the objects contained in the company's memorandum of association are as follows:

The care and support of people with learning disabilities, learning difficulties, mental health issues, acquired brain injuries and/or physical disabilities, and their families, included but not limited to

- Supporting these people to live in independent and safe environments, including through the provision of suitable housing where acquired and appropriate.
- Enabling these people to live fulfilling lives and in so doing, to provide person centred care and support, advocacy, education, training, employment and social activities whilst respecting individuals' and their families' culture and wishes.
- Advancing the education of, and engaging with, the public at large and local communities in relation to the needs of those that the charity supports.

The focus of our work

The Charity's mission statement, updated and approved by the Board in April 2010 reads:

One Fylde is a locally focussed, independent, community led charitable provider of support and housing to people with learning disabilities.

Our Values

- Inclusive: believing that we all have the right to live the life we choose.
- Respectful: valuing everyone and appreciating their contribution.
- Enabling: supporting people to work towards their dreams and goals.
- Flexible: being ready to make changes and adjustments.
- Open: a willingness to be honest and transparent.

Our 8 'Quality of Life Indicators'

1. Having meaningful relationships
2. Being physically and emotionally healthy
3. Having my privacy respected
4. Having a safe and stable home
5. Having meaningful purpose to my days
6. Having choices
7. Being heard and feeling respected
8. Having financial security

Strategic Report

This year, we maintained our focus on the well-being of all our staff teams across One Fylde. We implemented the financial wellbeing platform Wagestream, which allows staff to access their pay flexibility outside of the payroll cycle. We also explored the implementation of the Real Living Wage for everyone. As a result, all staff will be offered the Real Living Wage in 24-25. Our quality improvement team

continued their efforts from the previous year, concentrating on the 8 Key Life Indicators to foster a positive and empowering culture throughout One Fylde.

Progress on Key Objectives:

Objective 1

Implement the One Fylde Quality Way by focusing on our eight Quality of Life Indicators related to the People we Support.

The One Fylde Quality Way was further integrated by ensuring that the Access Care Planning system was aligned with the person-centred new documentation system, which included the eight Quality of Life Indicators. This began with the All About Me documentation and ensured that all supported living service team leaders had adequate support to complete the documentation and begin using the care planning system. This process also involved introducing accident incident reporting.

Each month, we encouraged supported individuals to participate in the Big Conversation competitions, which allowed them to visually represent their responses to the themes using images and words based on our eight Quality of Life Indicators.

Objective 2

To review the HR and Recruitment function across the Charity, ensuring we have an excellent People Plan for our colleagues.

A solid HR team is now established, including a role dedicated to recruitment and retention. People Planner, our rota planning system, remains the go-to resource for current HR and scheduling information.

The Colleague Wellbeing survey was completed, highlighting key focus areas: pay, wellbeing, and communication. The introduction of Wagestream during the year and our commitment to the Real Living Wage in future years aims to address staffs concerns regarding pay and wellbeing. Efforts are underway to enhance communication within the Charity, with sessions initiated and plans being developed to improve the flow of information.

Objective 3

To ensure we have robust finance systems and processes for financial analysis and reporting.

Throughout the year, we continued integrating the Access People Planner rota system, Access Care Planning application, and Opera finance and payroll system. Homecare staff now submit expenses electronically via mobile phones, streamlining the process. We also implemented more detailed reporting to identify areas for improvement.

Objective 4

To ensure a Fundraising Strategy is in place for One Fylde.

A consultant proposed various strategies for One Fylde to enhance revenue and brand awareness, such as:

- Designate a member of the executive team (CEO) for fundraising responsibilities.
- Evaluate the need for a Communications, Marketing, and Fundraising Manager.
- Provide staff training on the Fundraising Code of Conduct.

- Consistently claim gift aid.
- Create a Legacy Campaign featuring a Wills' Month event in October 2023.
- Engage in networking to establish connections with local businesses.

Objective 5

Review and research electronic systems for support planning and care documentation, ready for implementation in 2023.

A research project and tender process led by an external consultant was completed and resulted in a further three-year contract with Access to continue using the rota planning and care monitoring system. One Fylde has clear targets to achieve the implementation of the system for support documentation by October 2024.

Objective 6

A Housing Strategy will be in place to ensure that we have a good standard of properties and excellent customer service for the People we Support in the houses that we own and lease.

The Housing strategy efforts have continued with a comprehensive programme of property condition improvements, where a specified amount of £436,000 had been allocated and the first phase completed. This year, two new properties have been acquired for £843,881, and one property was sold for £186,945. Tenants were moved from outdated housing stock into properties that align with the agreed future accommodation specifications.

It has been determined this year that a Director of Housing and Facilities is needed to advance the Housing strategy and shape the future accommodation for individuals with Learning Disabilities and Autism. A major project has been undertaken with the finance team and housing department to reprofile rents across all supported living properties from 2023-24.

Whilst we complete our ongoing programme of property condition improvement works, we have designated one of our homes for the use of temporary decant purposes. This has temporarily housed people during renovations on their homes. Plans are underway to review possible uses of the property once property improvement works have been completed.

Achievements and Performance

During 2023-24, One Fylde has continued to support around 185 people with learning disabilities in Supported Living and Homecare. Of these, 139 people we support were in Supported Living across 49 properties.

We took back landlord responsibilities for our properties that were managed by Progress Housing and undertook a full review of our rental charges for tenants at all our properties. After extensive analysis and negotiation with the council we achieved significant increases in our rents across the board. This will allow us to set out a full schedule of works to make significant improvements to the standards of all our properties as we move in to 2024/25.

Key Performance Indicators (KPIs)

The trustees monitor the following KPIs on a monthly basis to assess progress against the strategic objectives:

KPI	2023-24	2022-23	Narrative
Staff vacancies	54.38	58.86	average number of full time equivalent (FTE) vacancies during the year
Staff turnover	28.30%	29.90%	number of leavers during the year in proportion to the total workforce
Service delivery by agency staff	13.80%	13.30%	proportion of support hours delivered by agency staff
Days missed due to sickness	4,483	4,403	total sick days in the year across the workforce
Commissioned hours	523,761	558,311	total hours commissioned for Supported Living and Homecare
Donations received	£152,180	£2,177	voluntary, unrestricted charity income
Annual reviews completed	85	84	number of reviews for People We Support completed during the year
Voids in One Fylde properties	9	7	average number of empty rooms during the year

With emerging positive results in staff turnover; and conversely slightly less favourable variations in agency use, staff sickness and commissioned hours; the overall picture remains relatively stable for the final year of the 2021-24 strategy cycle. We experienced large success in our efforts to increase fundraising with significant legacy donations.

Financial Review

As required by the Charities Commission Statement of Recommended Practice (SORP) for larger charities, the accounts for this year have again been cast in terms of the activities, firstly of social care provision and secondly of housing.

The failure of commissioning income to keep pace with increasing staffing costs resulted in the setting of a deficit budget of £265,396. This expected loss was mitigated to some extent by the reprofiling of rents charged to tenants.

Income for the year totalled £13,061,202 (2023: £12,424,564). Income from social care contracts increased by £175,162 (1.6%) against the previous year, and property income increased by £334,862 (27.8%). Other income decreased from £162,016 in the previous year to £139,366 this year.

Expenditure for the year totalled £13,119,518 (2023: £12,688,893). It also includes expenditure of £132,911 for Housing condition improvement works, which is chargeable to the Designated Fund.

The movement in unrestricted income funds was £44,614 during the year, which is a positive outcome when compared to the budgeted deficit of £265,396. The main contributing factors to this result are the substantial legacy donations received in the year and an increase of property values.

In the context of these figures, the Trustees are satisfied that the Charity has managed its financial affairs during the year in a prudent manner and that the financial health of the Charity is sound.

Plans for Future Periods

The strategic plan for 2024-27 was drawn up following discussions and workshops held with trustees, staff, people we support and their families and friends. The agreed objectives for the next three years are:

- Embed the One Fylde Quality Way.
- Develop a people plan centred around well-being and learning & development.
- Review and implement financial systems to ensure robust financial governance.
- Raise the profile of One Fylde as a charity to raise income.
- Develop a social value framework to include environmental sustainability.
- Develop a Housing Strategy.

Fundraising Policy

The One Fylde Fundraising Policy ensures that all fundraising activities are ethical, transparent, and align with the charity's mission. It applies to all staff, board members, volunteers, and third-party organisations involved in fundraising. The policy outlines ethical standards, gift acceptance criteria, donor relations, transparency and accountability measures, conflict of interest disclosures, and the process for annual review and amendments. The Charity also subscribes to the Fundraising Code of Conduct.

Investment Policy

The Charity maintains its banking with a reputable and established Clearing Bank, keeping cash in an interest-bearing account wherever possible.

Subject to the requirements of the Charity's Investment Policy, cash not required for the maintenance of reserves, is invested for the benefit of the Charity's beneficiaries, having regard to a balance of security and return as follows. Any investments purchased are those recommended by a qualified IFA (Independent Financial Advisor) whose opinion is recorded in the minutes of the Charity. The Trustees note, however, that it is they who are wholly responsible for the decision to purchase an investment.

All acquisitions and disposals of investments are actioned only after the board has so decided. In general, and subject to changing conditions, the Trustees recognise the wisdom of balancing investments between those based on securities or bonds and those based on equities, and endeavour to minimise risk whilst maximising return by spreading investments between these types.

The Trustees recognise that investments which depend on the performance of the markets must be treated as long term (i.e. able to remain invested for five years or more) and will seek to avoid placing cash in investments if there are foreseeable circumstances in which it would be required earlier than this. During the year the return on the Charity's fixed asset investments was 0.7% (2023: 12.6%).

Reserves Policy

One Fylde is required to hold reserves in order to achieve its charitable aims. In particular, as a Charity which owns property, fixed asset reserves are held in order to provide a quality and security of accommodation to the people we support which would not otherwise be achievable. Reserves of cash are also held in order to allow the Charity to continue operations when streams of funding reduce following, for example the death or departure of people we support.

Notwithstanding working properties or other investments held, the Trustees' policy is to hold reserves of cash sufficient to allow a flexible and timely response to any urgent requirement for a package of care and accommodation similar to those currently operating – this is represented by the unrestricted general fund.

The Trustees therefore consider it both prudent and realistic to have general funds of between £1 million and £2 million (representing 1-2 months running costs) - within which should be cash balances of between £500,000 and £1,000,000, ideally. The Trustees, through their Finance Sub-Committee and otherwise, will keep the level of reserves under review and take steps to keep any available funds surplus to the reserve range outlined above fully invested in line with the Charity's investments policy. They will also seek to ensure, through management, that no decisions of the Charity allow the general fund to drop below the levels described above considering the options for sustaining reserves in good time. As at 31 March 2024, the Charity's general funds amounted to £1,309,469 (2023: £1,254,170) (including cash balances of £1,450,605 (2023: £2,352,720)). This balance is after separating designated funds which represent net fixed assets (long term assets held as property, less mortgage balances due after more than one year in connection with those properties), designated funds for property investment, and the revaluation reserve which also forms part of the net long term property total.

Going concern

Whilst the reserves held are within the target area, the Trustees are mindful that cash balances remain above the higher limit set in the policy. However, funds are being retained in the Property Investment fund to invest in housing as suitable investment opportunities arise.

The Accounts are prepared on a going concern basis, which the Trustees consider to be appropriate having considered the foreseeable future. The Charity holds reserves which are sufficiently in line with its reserves policy.

Structure, governance and management

The Charity is Registered Charity number 1045039 and a charitable company limited by guarantee and was incorporated at Companies House in February 1995 as Company Number 3017303, having operated as an unincorporated Charity since 1985. The memorandum and articles of association were updated during the year and formally adopted on 14 November 2023. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

The board of Trustees, of whom there should not be less than three, are appointed for a three-year period under the procedure described in Section 61 of the Articles of Association and may be deemed disqualified or removed from office as described in Section 63 of the Articles. The Trustees meet six times a year, a minimum of four times a year is required by the Articles, and at other times as required.

All members of the Board give their time voluntarily and receive no benefits from the Charity. Any expenses reclaimed from the Charity are set out in note 6 to the accounts.

Salaries paid to senior managers are set at a level which the Trustees consider to be competitive and are reviewed from time to time with reference to comparable roles in similar organisations.

The current Trustees are already familiar with the practical work of the Charity. New Trustees are given an induction pack consisting of various Charity Commission publications giving guidance to Trustees, along with the memorandum and articles and latest financial statements of the Charity. There is an ongoing programme of in-service training for Trustees which has included sessions on the Role of the Trustee, the commissioning climate and similar subjects.

Employment Policy

One Fylde aims to ensure that no employee or candidate is subject to unlawful discrimination, either directly or indirectly, on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including ethnic or national origins, colour and nationality), religion or belief (including lack of belief), or sex and sexual orientation. This commitment applies to all aspects of employment, including:

- recruitment and selection, including advertisements, job descriptions, interview and selection procedures
- training
- promotion and career development opportunities
- terms and conditions of employment, and access to employment related benefits and facilities
- grievance handling and the application of disciplinary procedures, and
- selection for redundancy

The Organisation recognises the benefits of having a diverse workforce and will take steps to ensure that:

- everyone receives equality of treatment in recruitment and employment
- job applicants are not asked for medical information before a job offer is made; that is unless there are lawful reasons to ask for medical information which include; complying with disability discrimination law when making interview arrangements and a genuine, job related reason
- additional protection from discrimination is given to job applicants with a disability, and those with a family history of illness
- reasonably endeavours to recruit from the widest pool of qualified candidates possible
- employment opportunities are open and accessible to all on the basis of merit
- where appropriate, positive action may be taken to attract applications from all sections of society and especially from those groups which are underrepresented in the workforce
- selection criteria and processes do not discriminate unjustifiably on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including ethnic or national origins, colour and nationality), religion or belief (including lack of belief), sex and sexual orientation, other than in those instances where the organisation is exercising lawfully permitted positive action

Trustees attend events and are accessible for staff to engage with by listening to their views and opinions and feeding back to the Executive team.

Risk Management

The management and mitigation of risk to individuals' safety is central to the planning, delivery and monitoring of services. Staff are trained in risk assessment and focus on balancing reasonable risk alongside responsibility for safeguarding in every aspect of their work. Safeguarding and whistleblowing policies are in place and function to gain information about any risk at an early stage so that appropriate interventions can be considered. All safeguarding matters are reported to and scrutinised by the Board.

The Charity uses the services of Radar Law and Health and Safety consultancy to reduce the risk of liability for employment and safety related issues. This service fosters the development of positive and appropriate management practice and also provides insurance backed indemnity for preparation, representation and certain awards at Employment Tribunals and Health and Safety Tribunals.

Financial risk is managed through the appointment of professionally qualified managers, scrutiny of a corporate risk register, interim financial statements and internal audit procedures, but also through clear communication between Trustees and management about the financial and regulatory position in relation to current and proposed activities.

Organisational Structure

The **Board of Management** is the decision-making body which runs One Fylde. It and its subcommittees consist of volunteers who carry legal responsibility for the affairs of the organisation. Members of the Board are registered as directors of the Company Limited by Guarantee at Companies House, and also as Charitable Trustees with the Charities Commission. The Board gives guidance and direction to management, sets policy, and monitors financial matters. Trustees participate in the recruitment of senior staff and in hearing disciplinary appeals against decisions of senior management.

During the year under review, the **Leadership Team** is comprised of a Chief Executive Officer, a Director of Finance and Support Services and a Director of Operations and Quality. Meeting weekly, the Leadership Team dealt with day to day management matters, monitored quality of service, communicated decisions of the Board, monitored financial matters etc. Membership of Leadership Team is ex officio, arising from appointment to one of the senior management positions.

Pay is reviewed for key management posts in line with external benchmarking and criteria will be set going forward to manage any reviews.

The **Senior Management Team (SMT)** Meeting takes place every six weeks and exists to promote good communication between staff and management, advocate for staff and service user concerns and pass matters for decision up to the Leadership Team and Board

Staff Meetings—Supported Living, Homecare, Activities or Office, are for discussion and communication of everyday operational matters.

Associated organisations

The Charity is affiliated to:

The National Council for Voluntary Organisations

Association of Chief Executives of Voluntary Organisations

Voluntary Organisation Disability Groups

Reference and Administrative Information

Charity name: One Fylde
Registered Charity number: 1045039; Registered company number: 3017303
Principal address/ registered office:
Libra House
Cropper Close, Whitehills Business Park
Blackpool
FY4 5PU

Trustees serving during and/or in post at the date of these accounts

Angela Rosemary Jacques (appointed 8th May 2019)
Angela Boyle (appointed 1st June 2020)
David Stanhope (appointed 20th January 2021) Chair
Vanessa Harris (appointed 24th March 2021)
Sharon Mary Morris (appointed 20th August 2021, resigned 30 November 2023)
Peter John Hodgson (appointed 23rd November 2022)
Amanda Louise Tamzyn Long (appointed 28th June 2023)

Leadership Team at the date of approval of this report

Tracey Bush (appointed 9 June 2019) Chief Executive Officer
Michelle Riches (appointed 16 January 2023) Director of Operations and Quality
Vicki Askham (appointed 1 December 2021, resigned 30 September 2023) Director of Finance and Support Services
Paula Nash (appointed 1 December 2023) Director of Finance and Support Services
Gemma Smith (appointed 5 August 2024) Director of Housing and Facilities

Bankers:

Royal Bank of Scotland
Drummond House
1 Redheughs Avenue
Edinburgh
EH12 9RH

Solicitors:

Easthams
292-302 Church Street
Blackpool
FY1 3QA

Auditors:

Champion Accountants LLP
7-9 Station Road
Hesketh Bank
Preston
PR4 6SN

Responsibilities of the Board of Trustees

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

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the charities SORP 2015 (FRS102)
- make judgements 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
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate

The Trustees have overall responsibility for ensuring that the Charity has appropriate systems of control, financial and otherwise. They are also responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities Act 2011/2006 and the regulations made thereunder. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that the charitable company is operating efficiently and effectively, its assets are safeguarded against unauthorised use or disposition, proper accounting records are maintained and financial information used within the charitable company is reliable and that the charitable company complies with relevant laws and regulations.

The Trustees have, as part of the business planning cycle, assessed business risks and their potential impact and likelihood of occurrence and where necessary investigated means to mitigate the risks.

Auditors

A resolution proposing that Champion Accountants LLP, Statutory Auditors, be re-appointed as auditors will be put to the Meeting on 2 October 2024.

In so far as the Trustees are aware:

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

In addition to this years' Trustees Report, an Annual Review has been produced 'Wellbeing for All'.

The Trustees approve this report for the year ended 31 March 2024 in their capacity as company directors and the Trustees' report on **2.10.2024**

Approved on behalf of the Board of Trustees


David Stanhope, Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ONE FYLDE

Opinion

We have audited the financial statements of One Fylde (limited by guarantee) (the 'charitable company') for the year ended 31st March 2024 which comprise the Statement of Financial Activities, the Statement of Financial Position (Balance Sheet), Statement of Cashflows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2024 and of its incoming resources and application of resources, including 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.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 charitable company's ability to continue as a going concern for the 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. The other information comprises the information included in the annual report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ONE FYLDE– continued

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 the other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; 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; or
- the trustees were not entitled to take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report to the Trustees.

Responsibilities of Trustees

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

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

Our 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 a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of

irregularities, including fraud. The event to which our procedures are capable of detecting irregularities, including fraud is detailed below.

- We obtained an understanding of the legal and regulatory frameworks applicable to the charitable company and the sector in which they operate. We determined that the following laws and regulations were most significant: the Charities SORP (FRS 102), the Companies Act 2006, Employment regulation and Health and safety legislation.
- We obtained an understanding of how the charitable company is complying with those legal and regulatory frameworks by making inquiries to the management.
- We assessed the susceptibility of the charitable company's financial statements to material misstatement including how fraud might occur. Audit procedures performed by the audit engagement team included:
 - o Identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud:
 - o Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process:
 - o Challenging assumptions and judgements made by management in its significant accounting estimates;
 - o Identifying and testing journal entries; in particular any journal entries posted with unusual combinations;
 - o Reviewing material variation from our expectations in the income, expenses and balances, and
 - o Assessing the extent of compliance with the relevant laws and regulations.

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

A further description of our responsibilities for the audit of the financial statement is located on the Financial Reporting council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

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

P Buck ACA, DChA (Senior Statutory Auditor)
for and on behalf of Champion Accountants LLP
7-9 Station Road
Hesketh Bank
Preston
Lancashire
PR4 6SN



Date: 2.10.2024

Statement of Financial Activities (including income and expenditure account)
for the year ended 31 March 2024

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Total Funds 2024 £	Total funds 2023 £
Income:					
Donations	2	151,441	-	151,441	2,177
Charitable activities:					
Social care contracts		11,229,052	-	11,229,052	11,053,890
Property income		1,541,343	-	1,541,343	1,206,481
Other income		139,366	-	139,366	162,016
Total incoming resources		13,061,202	-	13,061,202	12,424,564
Expenditure:					
Charitable activities	3				
Provision of social care		11,563,803	15,250	11,579,053	11,629,533
Landlord costs		1,540,465	-	1,540,465	1,059,360
Total expenditure		13,104,268	15,250	13,119,518	12,688,893
Gains on revaluation of investments		338	-	338	84
Net income		(42,728)	(15,250)	(57,978)	(264,245)
Unrealised gain on fixed asset revaluation		87,342	-	87,342	86,783
Loss on sale of offices		-	-	-	(436,502)
Net movement in funds		44,614	(15,250)	29,364	(613,964)
Reconciliation of funds					
Total funds brought forward		6,975,271	62,620	7,037,891	7,651,855
Total funds carried forward		7,019,885	47,370	7,067,255	7,037,891

The statement of financial activities includes all gains and losses recognised in the year
All income and expenditure derives from continuing activities.

Balance Sheet as at 31 March 2024

		2024	2023
	Note	£	£
Fixed assets:			
Tangible assets	9	5,728,672	5,119,065
Investments	10	12,293	11,955
Total fixed assets		5,740,965	5,131,020
Current Assets:			
Debtors	11	1,819,838	1,410,924
Cash at bank and in hand		1,450,605	2,352,720
Total current assets		3,270,443	3,763,644
Liabilities:			
Creditors: Amounts falling due within one year	12	1,582,249	1,397,735
Net current assets		1,688,194	2,365,909
Total assets less current liabilities		7,429,159	7,496,929
Creditors: Amounts falling due after more than one year	13	293,545	358,840
Provisions for liabilities	14	68,359	100,198
Total net assets		7,067,255	7,037,891
The funds of the charity:	17		
Restricted funds		47,370	62,620
Unrestricted income funds		1,309,469	1,254,170
Designated - Revaluation reserve		2,306,047	2,247,271
Designated - Improving Lives Fund		18,123	-
Designated - Unrestricted net fixed assets fund		2,832,127	2,129,864
Designated - Property investment fund		554,119	1,343,966
Total charity funds		7,067,255	7,037,891

The notes on pages 17 to 27 form part of these accounts

Approved and authorised for issue by the trustees on 2.10.2024

Signed on behalf of the Trustees



David Stanhope
Chair

Statement of cash flows
for the year ended 31 March 2024

	2024	2023
	£	£
Cash flows from operating activities:		
Net cash provided by operating activities	(132,476)	(973,210)
Cash flows from investing activities:		
Purchase of tangible fixed assets	(878,168)	(238,491)
Proceeds from sale of fixed assets	172,370	1,563,851
Net cash provided by investing activities	<u>(705,798)</u>	<u>1,325,360</u>
Cash flows from financing activities:		
Repayments of borrowing	(63,841)	(339,090)
Net cash provided by financing activities	<u>(63,841)</u>	<u>(339,090)</u>
Change in cash and cash equivalents in the year	(902,115)	13,060
Cash and cash equivalents at the beginning of the year	2,352,720	2,339,660
Total cash and cash equivalents at the end of the year	<u>1,450,605</u>	<u>2,352,720</u>

Reconciliation of net income to net cash flow from operating activities

Net movement in funds	29,364	(613,964)
Adjustments for:		
Depreciation	170,743	181,007
Loss/(profit) on disposal of fixed assets	12,790	442,185
Revaluation of properties (unrealised)	(87,342)	(86,783)
(Gain) on investments (unrealised)	(338)	(84)
(Increase)/decrease in debtors	(408,914)	(567,269)
(Decrease)/increase in creditors	183,060	(294,603)
(Decrease) in provisions	(31,839)	(33,699)
Net cash provided by operating activities	<u>(132,476)</u>	<u>(973,210)</u>

Notes to the accounts

The Charity is a registered Charity and a charitable company limited by guarantee and is incorporated in the UK.

1. Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of accounting

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

One Fylde meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost unless otherwise stated in the relevant accounting policy.

Preparation of accounts on a going concern basis

The Charity continues to hold cash reserves above the cash reserves policy of between £500,000 and £1,000,000 in the period since the balance sheet date, for the reason stated in the trustees' report. Projected cash flow forecasts for the next 12 months indicate that this will continue to be the case. On this basis the Charity is a going concern.

Income

Income from funding bodies and clients are accounted for when the Charity is entitled to the funds on an accruals basis. Income from rents are accrued on a straight line basis over the length of the tenancy. Donations are accounted for as received by the Charity.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the Charity. Restricted funds are donations which the donor has specified are to be used solely for a particular purpose.

Legacies

Legacies are included in the statement of financial activities when the charity is entitled to the legacy, the executors have established that there are sufficient surplus assets in the estate to pay the legacy, and any conditions attached to the legacy are within the control of the charity.

Expenditure and irrecoverable VAT

Expenditure is recognised on an accruals basis as a liability is incurred. Value added tax is not recoverable by the Charity, and as such is included in the relevant costs.

Expenditure on charitable activities comprises those costs incurred by the Charity in the delivery of its activities and services to beneficiaries. It includes both costs that can be allocated directly to such activities and their associated support costs.

Allocation of support costs

Support costs are those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include back office costs, finance, human resources and governance costs which support the Charity's activities. These costs are apportioned between activities on the basis on income generated.

Operating Leases

Rental charges are charged to the SoFA on a straight line basis over the life of the lease.

Tangible fixed assets

Fixed assets, other than properties, are stated at purchase price, less depreciation and amounts written off. Properties are stated at their market value. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life:

Freehold and leasehold property	2% on cost/revalued amount
Improvements to leasehold property	straight line over the period of the lease
Fixtures and fittings	25% reducing balance method
Office equipment	25% reducing balance method
Motor vehicles	25% reducing balance method
Furnishings	20% reducing balance method

Individual expenditure below £100 is not capitalised.

No depreciation is provided on freehold and long leasehold land.

Properties are revalued externally by a professional chartered surveyor every five years and internally in the intervening years. Internal valuations are carried out using published data on the changes in property prices in the appropriate postcode areas.

Investments

Investments are included at market value at the balance sheet date and the gain or loss is transferred to the SoFA.

Debtors

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

Cash at bank and in hand

Cash at bank and cash in hand includes cash and bank accounts with immediate access.

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 in settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Deferred income

Where income received for social care contracts remains unspent at the end of the financial year this is carried forward as deferred income (balance sheet creditors) to be utilised for the benefit of the people we support in future periods. If any money remains unspent after one year these are released to income on the statement of financial activities.

Lease payments received in advance are released to the SOFA over the length of the lease.

Financial instruments

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

Pensions

The Charity operates three money purchase defined contribution pension schemes. Contributions are charged in the Statement of Financial Activities as they become payable in accordance with the scheme.

2. Analysis of donations

	2024 £	2023 £
Legacy income	127,071	-
Other donations	24,370	2,177
	-----	-----
	151,441	2,177
	=====	=====

3. Analysis of expenditure on charitable activities

	Provision of social care £	Housing costs £	2024 Total £	2023 Total £
Direct staffing costs	9,789,431	112,662	9,902,093	9,858,111
Staff training and recruitment	102,846	-	102,846	123,588
Activity costs	151,037	-	151,037	118,927
Operational other costs	138,384	-	138,384	125,621
Property rental and mortgage costs	-	412,443	412,443	404,438
Council tax and utility costs	-	62,815	62,815	38,485
Property maintenance costs	-	556,547	556,547	258,441
Insurance	61,272	12,044	73,316	67,758
Depreciation	55,242	99,966	155,208	164,352
Other property costs	-	109,133	109,133	62,638
Loss on sale of property	-	12,615	12,615	886
Miscellaneous costs	26,915	-	26,915	52,736
Marketing, communications & engagement	56,717	-	56,717	27,458
Support costs	1,142,108	156,770	1,298,878	1,333,351
Governance costs	39,851	5,470	45,321	43,056
Restricted costs on SOFA	15,250	-	15,250	9,047
	11,579,053	1,540,465	13,119,518	12,688,893

4. Summary analysis of expenditure and related income for charitable activities

	Provision of social care £	Housing costs £	2024 Total £	2023 Total £
Costs	(11,579,053)	(1,540,465)	(13,119,518)	(12,679,846)
Care Contract income	11,229,052	-	11,229,052	11,053,890
Rents	-	1,541,343	1,541,343	1,206,481
Other income	139,366	-	139,366	162,016
Net contribution to charitable funds	(210,635)	878	(209,757)	(257,459)

5. Analysis of governance and support costs

	Support costs £	Governance costs £	2024 Total £	2023 Total £
Payroll and related costs	829,434	30,531	859,965	927,561
Office costs	387,386	-	387,386	397,906
Audit fees	-	14,790	14,790	13,020
Legal and professional fees	82,058	-	82,058	37,920
	1,298,878	45,321	1,344,199	1,376,407

6. Net income/expenditure for the year

	2024 £	2023 £
This is stated after charging:		
Depreciation of tangible fixed assets	170,743	181,007
Loss/(profit) on disposal of fixed assets	12,790	442,185
Audit fee -for year	13,800	12,810
-under/(over)provision in previous year	990	210
Interest payable on bank loans & mortgages	27,536	24,732
Operating leases - equipment	-	292
Property rents	391,639	385,000
	=====	=====

7. Analysis of staff costs, Trustees remuneration and expenses, and the cost of key management personnel

	2024	2023
	£	£
Wages and salaries	8,408,501	8,354,854
Social security costs	753,348	749,425
Pension costs	213,607	200,050
	-----	-----
	9,375,456	9,304,329
	=====	=====

Included in payroll costs are redundancy, and ex gratia payments of £27,776, relating to five people.

Number of employees whose total employee benefits is in excess of £60,000 (including pension payments and ex gratia payments) is as follows:

	2024	2023
£60,000-£69,999	1	-
£70,000-£79,999	-	1
£80,000-£89,999	-	-
£90,000-£99,999	-	-
£100,000-£109,999	1	-
£110,000-£119,999	-	1

The Charity Trustees were not paid nor did they receive any other benefits from employment with the Charity during the year (2023: nil). Trustee expenses paid during the year were £nil (2023: nil).

The key management personnel of the Charity comprise the Chief Executive Officer, Director of Operations and Quality, and Director of Finance and Support Services. The total employee remuneration of the key management personnel of the Charity was £261,661. (2023: £291,732).

8. Staff Numbers

The average headcount in the year was 321 (2023: 368). Full time equivalent 290 (2023: 295)

9. Tangible fixed assets

	Freehold Land and Buildings £	Long Leasehold Land and Buildings £	Leasehold Imp'ments £	Fixtures, Fittings, Furnishings Equipment and Motor Vehicles £	Total £
Cost/ valuation					
As at 1 April 2023	1,486,355	3,249,620	29,022	2,013,057	6,778,054
Additions	442,872	427,646		7,650	878,168
Disposals		(186,945)		(3,406)	(190,351)
Revaluation	(25,463)	39,087			13,624
As at 31 March 2024	1,903,764	3,529,408	29,022	2,017,301	7,479,495
Depreciation					
As at 1 April 2023	-	-	9,605	1,649,384	1,658,989
Charge for the year	28,500	47,178	5,611	89,454	170,743
On disposals		-	-	(3,231)	(3,231)
Transfer to revaluation reserve	(28,500)	(47,178)	-	-	(75,678)
As at 31 March 2024	-	-	15,216	1,735,607	1,750,823
Net book value					
As at 31 March 2024	1,903,764	3,529,408	13,806	281,694	5,728,672
As at 1 April 2023	1,486,355	3,249,620	19,417	363,673	5,119,065

The cost or valuation of freehold buildings and long leasehold buildings, on which depreciation is charged, amounted to £ 3,934,269. The carrying amount of freehold land and buildings and long leasehold land and buildings are considered to be at the open market value. An internal valuation, of these assets, was carried out at the year end. The freehold land and buildings and long leasehold land and buildings were revalued at £1,903,764 and £3,529,409 respectively at that time.

The historical cost of freehold land and building less accumulated depreciation was £1,021,305, as at 31 March 2024. The historical cost of long leasehold land and building less accumulated depreciation was £2,151,369 as at 31 March 2024.

10. Fixed assets investments

Investments held in the UK primarily to provide an investment return

	2024 £	2023 £
At valuation		
At 1 April 2023	11,955	11,871
Unrealised gain on investments	338	84
	-----	-----
At 31 March 2024	12,293	11,955
	=====	=====
	Nominal	
	value	Cost
	£	Valuation
		£
40 Charifund accumulation units	2,812	2,812
	=====	=====

11. Debtors

	2024 £	2023 £
Amounts due within one year:		
Trade debtors	1,669,732	1,244,470
Other debtors	27,766	28,042
Prepayments and accrued income	122,340	138,412
	-----	-----
	1,819,838	1,410,924
	=====	=====

12. Creditors (amounts falling due within one year)

	2024 £	2023 £
Trade creditors	332,290	329,624
Social security and other taxes	226,565	158,437
Mortgages (secured)	57,752	56,298
Deferred income	177,359	176,443
Accruals	735,203	634,874
Other creditors	53,080	42,059
	-----	-----
	1,582,249	1,397,735
	=====	=====



Supporting people to live their best lives

13. Creditors (amounts falling due after more than one year and payable by instalments)

	2024	2023
	£	£
Mortgages (due within 1-2 years)	54,189	56,298
Mortgages (due within 2-5 years)	141,678	196,606
Mortgages (due after 5 years)	97,678	105,936
	-----	-----
	293,545	358,840
	=====	=====

The mortgages are secured against the freehold and long leasehold properties. The proportion of the liability to the value of the assets charged is 11% (2023: 13%). The interest rate charged on the mortgages was between 1.75% and 2.65% above base rate.

14. Provision for liabilities

The provision for liabilities relates primarily to property reinstatement costs.

	2024	2023
	£	£
Balance as at 1 April 2023	100,198	133,897
Spent in year	(31,839)	(84,948)
Released in the year	-	(29,018)
Provision for additional costs	-	80,267
	-----	-----
Balance as at 31 March 2024	68,359	100,198
	=====	=====

15. Deferred Income

	2024	2023
	£	£
Balance as at 1 April 2023	176,443	521,922
Amount released to income earned from charitable activities	(176,443)	(521,922)
Amount deferred in year	177,359	176,443
	-----	-----
Balance as at 31 March 2024	177,359	176,443
	=====	=====

16. Obligations under operating leases

As at 31 March 2024, the Charity had future minimum lease payments under non-cancellable operating leases for each of the following periods:

	2024 £	2023 £
Equipment		
Payments due		
- within one year	-	21,974
- between one and five years	-	-
	-----	-----
	-	21,974
	=====	=====
Land and buildings		
Payments due		
- within one year	489,388	376,387
- between one and five years	1,207,675	1,142,425
- more than five years	829,723	813,177
	-----	-----
	2,526,786	2,331,989
	=====	=====

The Charity aims to secure long leases (between 5 and 15 years) on its leased residential properties in order that tenants can have greater security of tenure and the costs to the Charity are minimised.

17. Movement in funds

	Balance at 1 April 2023	Incoming resources	Resources expended	Transfers between funds	Funds at 31 March 2024
	£	£	£	£	£
Unrestricted funds					
General Fund	1,254,170	13,061,202	(13,104,268)	98,365	1,309,469
Designated - Revaluation fund	2,247,271	87,680		(28,904)	2,306,047
Designated - Unrestricted net asset funds	2,129,864	-	-	702,263	2,832,127
Designated - Property investment fund	1,343,966	-	-	(789,847)	554,119
Designated - Improving lives fund	-	-	-	18,123	18,123
Restricted funds	62,620	-	(15,250)	-	47,370
Total	7,037,891	13,148,882	(13,119,518)	-	7,067,255

Name of unrestricted fund -	description, nature and purpose of the fund
General fund	The “free reserves” after allowing for all designated funds.
Designated funds:	The designated revaluation fund is the difference between the cost or valuation of properties and investments when first recognised, less any depreciation and its subsequent revalued amount. The designated net assets fund consists of the net book value of fixed assets as shown on the balance sheet, less the balance on loans due after more than one year and the revaluation reserve element noted above. The trustees took the decision to create a designated fund for a specific future project. This specific project is an investment in properties owned by the charity to improve their condition. The initial amount allocated to the designated funds is taken from the independent surveyor’s report. The net sale proceeds of property disposals have been added to this fund and used to finance further property acquisitions.

	Balance at 1 April 2023	Net movement	Funds at 31 March 2024
Unrestricted funds			
General Fund	1,254,170	55,299	1,309,469
Designated - Revaluation fund	2,247,271	58,776	2,306,047
Designated - Unrestricted net asset fund	2,129,864	702,263	2,832,127
Designated - Property investment fund	1,343,966	(789,847)	554,119
Designated - Improving lives fund		18,123	18,123
	6,975,271	44,614	7,019,885
Restricted Funds			
Transferred from OHT			
Dementia service	38,122	(901)	37,221
Childrens service	5,475	-	5,475
Sensory room	5,592	(2,720)	2,872
Other	13,431	(11,629)	1,802
	62,620	(15,250)	47,370
TOTAL FUNDS	7,037,891	29,364	7,067,255

18. Related Party Transactions

No trustee or other person related to the Charity had any personal interest in any contract or transaction entered into by the Charity during the year. (2023: nil)

19. Financial Instruments

Financial instruments measured at amortised cost comprise mortgages provided by The Royal Bank of Scotland

	2024 £	2023 £
Mortgages (due within one year)	57,752	56,298
Mortgages (due within 1-2 years)	54,189	56,298
Mortgages (due within 2-5 years)	141,678	225,194
Mortgages (due after 5 years)	97,678	77,348
	-----	-----
	351,297	415,138
	=====	=====

20. Capital commitments

The charity has a capital commitment at the year end in relation to property improvement costs of nil. (2023: £138,664).

21. Funds held on behalf of People we Support

	2024 £	2023 £
Balance brought forward	21,011	69,976
Movement in year	39,011	(48,965)
	-----	-----
Balances at the end of the year	60,022	21,011
	=====	=====

The charity acts as agents in relation to these monies. The income/expenditure and balances are not included in the financial statements.

22. Legal status of the Charity

One Fylde is a company limited by guarantee and has no share capital. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

No tax charges have arisen in the Charity.

23. Taxation

As a Charity, One Fylde is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992, to the extent that these are applied to its charitable objects.

One Fylde Limited

England & Wales - Charity number 1045039

Accounts



Supporting people to live their best lives

One Fylde
a Company Limited by Guarantee

Report and financial statements
for the year ended 31 March 2023

Charity number: 1045039

Company number: 3017303

Contents

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Report of the Trustees for the year ended 31 March 2023

The Trustees, who are also directors of the Charity for the purposes of the Companies Act, present their report and audited financial statements for the year ended 31 March 2023.

Purposes and Aims

The Charity's purposes as set out in the objects contained in the company's memorandum of association are to advance the education and promote the welfare of persons with learning disabilities, particularly, but not exclusively, by the provision of residential housing and learning centres in community areas, so as to enable such persons to develop mental, physical and spiritual capacities, that they may realise their full potential as individuals and members of society and that their condition of life may be improved.

The focus of our work

The Charity's mission statement, updated and approved by the Board in April 2010 reads:

One Fylde is a locally focussed, independent, community led charitable provider of support and housing to people with learning disabilities.

Our Values

- Inclusive: believing that we all have the right to live the life we choose.
- Respectful: valuing everyone and appreciating their contribution.
- Enabling: supporting people to work towards their dreams and goals.
- Flexible: being ready to make changes and adjustments.
- Open: a willingness to be honest and transparent.

Our 8 'Quality of Life Indicators'

1. Having meaningful relationships
2. Being physically and emotionally healthy
3. Having my privacy respected
4. Having a safe and stable home
5. Having meaningful purpose to my days
6. Having choices
7. Being heard and feeling respected
8. Having financial security

Strategic report

This year, one of our central priorities was to create a period of calm and reflection, giving our colleagues space to renew and refresh, focussing on the well-being of all our staff teams across One Fylde. This enabled us to continue effectively with the quality improvement work that began in the previous year, and to create a positive and empowering culture throughout One Fylde.

Good progress has been made against all key objectives which were set for this period:

Objective 1

To implement the One Fylde Quality Way, focussing on our eight Quality of Life Indicators relating to the People we Support.

The One Fylde Quality Way was embedded by creating person centred new documentation system incorporating the eight Quality of Life Indicators; this included running Working Together For Change review sessions with People we Support, families and Commissioners; each month, we invited individuals to take part in the Big Conversation competitions. This created a visual representation of their response to the themes using images and words for our eight Quality of Life Indicators.

Objective 2

To review the HR and Recruitment function across the Charity, ensuring we have an excellent People Plan for our colleagues.

An established HR team is now in place, this includes a specific role focussing on Recruitment. Data analysis and review of systems included the use of People Planner to be a single point of access for up to date HR and rota planning. Work is still ongoing in developing a People Plan for One Fylde, including to shape the One Fylde Culture.

Objective 3

To ensure we have robust finance systems and processes for financial analysis and reporting.

Extensive work has continued throughout the year to streamline the interface between the People Planner rota system and the Opera finance and payroll systems. This has resulted in more efficient processes and improved data analytics to inform financial reporting and decision-making, which has facilitated an increased engagement between finance and operations teams.

Objective 4

To ensure a Fundraising Strategy is in place for One Fylde.

Work has commenced on developing a fundraising strategy and brand awareness within our local community. This plan to update the website to include a Donation link and a focus on Legacies, by raising all stakeholders' awareness. A workshop was arranged to shape thinking and support the development of a Legacy strategy. The next steps will be to focus on income generation and pilot a role to support the roll-out of the fundraising strategy.

Objective 5

Review and research electronic systems for support planning and care documentation, ready for implementation in 2023.

The review and research was completed and the decision was made to implement an electronic Accident and Incident Reporting System. This has ensured that One Fylde is more responsive and compliant. Further work has started on implementing the electronic Care Planning documentation system.

Objective 6

A Housing Strategy will be in place to ensure that we have a good standard of properties and excellent customer service for the People we Support in the houses that we own and lease.

During the year, significant progress has been made in implementing the Housing Strategy, which aims "to provide great homes" for One Fylde tenants. Key achievements include: embedding robust systems and processes for all health and safety related legislation; implementing the FixFlo online repair reporting system; commencement of an extensive programme of property condition improvement works for which a designated fund of £436,000 has been allocated; drawing up a new One Fylde tenancy agreement to clarify respective rights and responsibilities; making provision for costed repairs and maintenance expenditure in budgets and forecasts; and building capacity, skills and expertise within the Housing team.

Achievements and Performance

During 2022-23, One Fylde has continued to support around 210 people with learning disabilities in Supported Living and Homecare. Of these, 141 people we support were in Supported Living across 50 properties. One Fylde was commissioned to provide approximately 550,000 hours of support in Supported Living and Homecare during the year.

In January 2023, the Care Quality Commission (CQC) carried out an inspection and subsequently issued its report in April 2023. One Fylde was rated by the CQC as 'good' overall, as well as in four other categories,

relating to safety, effectiveness, levels of care and responsiveness. In the final category, well-led, it achieved a rating of 'outstanding'.

The report said:

"The service was exceptionally well led and managed to a high standard. It had strong values and principles which were demonstrated in the person centred care and support people received."

"The service had enough staff to meet people's needs and keep them safe. The management team advocated stability and continuity of care in people's homes."

"Staff were very caring, kind, and showed a genuine interest in the wellbeing of people. They provided care and support to people in a respectful and compassionate way, respecting their individuality and culture."

Key Performance Indicators (KPIs)

The Trustees monitor the following KPIs on a monthly basis to assess progress against the strategic objectives:

Staff vacancies	58.86	average number of full time equivalent (FTE) vacancies during the year
Staff turnover	29.9%	number of leavers during the year in proportion to the total workforce
Service delivery by agency staff	13.3%	proportion of support hours delivered by agency staff
Days missed due to sickness	4,403	total sick days in the year across the workforce
Commissioned hours	558,311	total hours commissioned for Supported Living and Homecare
Donations received	£2,177	voluntary, unrestricted charity income
Annual reviews completed	84	number of reviews for People We Support completed during the year
Voids in One Fylde properties	7	average number of empty rooms during the year

Financial Review

As required by the Charities Commission Statement of Recommended Practice (SORP) for larger charities, the accounts for this year have again been cast in terms of the activities, firstly of social care provision and secondly of housing.

The budget for the year was a deficit of £196,950, which reflected the ongoing challenges to the charity as it continues its post-merger transformation, whilst emerging from the Covid-19 pandemic into a global economic downturn.

Income for the year totalled £12,424,564 (2022: £12,021,466). Income from social care contracts increased by £519,732 (4.9%) against the previous year, and property income increased by £218,212 (22.1%). The notable decrease in other income, from £492,556 in the previous year to £162,016 this year, reflects the cessation of Covid grant funding.

Expenditure for the year totalled £12,688,893 (2022: £11,707,741). It also includes expenditure of £91,615 for Housing condition improvement works, which is chargeable to the Designated Fund.

The movement in unrestricted income funds was £11,809 during the year, which is a positive outcome when compared to the budgeted deficit of £196,950.

In the context of these figures, the Trustees are satisfied that the Charity has managed its financial affairs during the year in a prudent manner and that the financial health of the Charity is sound.

Plans for Future Periods

The plan for the coming year is to continue to build upon the strategic priorities that were set for 2022-23, which are as follows:

Objective 1

To implement the One Fylde Quality Way, focussing on our eight Quality of Life Indicators relating to the People we Support.

Objective 2

To review the HR and Recruitment function across the Charity, ensuring we have an excellent People Plan for our colleagues.

Objective 3

To ensure we have robust finance systems and processes for financial analysis and reporting.

Objective 4

To ensure a Fundraising Strategy is in place for One Fylde.

Objective 5

Review and research electronic systems for support planning and care documentation, ready for implementation in 2023.

Objective 6

A Housing Strategy will be in place to ensure that we have a good standard of properties and excellent customer service for the People we Support in the houses that we own and lease.

Fundraising Policy

The Charity generates minimal income by fundraising. Fundraising activity is mainly via online giving and the Charity does not engage the services of fundraising consultants.

Investment Policy

The Charity maintains its banking with a reputable and established Clearing Bank, keeping cash in an interest-bearing account wherever possible.

Subject to the requirements of the Charity's Investment Policy, cash not required for the maintenance of reserves, is invested for the benefit of the Charity's beneficiaries, having regard to a balance of security and return as follows. Any investments purchased are those recommended by a qualified IFA (Independent Financial Advisor) whose opinion is recorded in the minutes of the Charity. The Trustees note, however, that it is they who are wholly responsible for the decision to purchase an investment.

All acquisitions and disposals of investments are actioned only after the board has so decided. In general, and subject to changing conditions, the Trustees recognise the wisdom of balancing investments between those based on securities or bonds and those based on equities, and endeavour to minimise risk whilst maximising return by spreading investments between these types.

The Trustees recognise that investments which depend on the performance of the markets must be treated as long term (i.e. able to remain invested for five years or more) and will seek to avoid placing cash in investments if there are foreseeable circumstances in which it would be required earlier than this. During the year the return on the Charity's fixed asset investments was 0.7% (2022: 12.6%).

Reserves Policy

One Fylde is required to hold reserves in order to achieve its charitable aims. In particular, as a Charity which owns property, fixed asset reserves are held in order to provide a quality and security of accommodation to the people we support which would not otherwise be achievable. Reserves of cash are also held in order to allow the Charity to continue operations when streams of funding reduce following, for example the death or departure of people we support.

Notwithstanding working properties or other investments held, the Trustees' policy is to hold reserves of cash sufficient to allow a flexible and timely response to any urgent requirement for a package of care and accommodation similar to those currently operating – this is represented by the unrestricted general fund.

The Trustees therefore consider it both prudent and realistic to have general funds of between £1 million and £2 million (representing 1-2 months running costs) - within which should be cash balances of between £500,000 and £1,000,000, ideally. The Trustees, through their Finance Sub-Committee and otherwise, will keep the level of reserves under review and take steps to keep any available funds surplus to the reserve range outlined above fully invested in line with the Charity's investments policy. They will also seek to ensure, through management, that no decisions of the Charity allow the general fund to drop below the levels described above considering the options for sustaining reserves in good time. As at 31 March 2023, the Charity's general funds amounted to £1,254,170 (2022: £1,242,361) (including cash balances of £2,352,720 (2022: £2,339,660)). This balance is after separating designated funds which represent net fixed assets (long term assets held as property, less mortgage balances due after more than one year in connection with those properties), designated funds for property investment, and the revaluation reserve which also forms part of the net long term property total.

Going concern

Whilst the reserves held are within the target area, the Trustees are mindful that cash balances are higher than required. However, the cash balances include £1,000,000 in proceeds from the sale of the two Head Offices during the year, which is intended to be reinvested in Housing as suitable investment opportunities arise and is being ringfenced within a Designated Fund in the meantime.

The Accounts are prepared on a going concern basis, which the Trustees consider to be appropriate having considered the foreseeable future. The Charity holds reserves which are sufficiently in line with its reserves policy.

Structure, governance and management

The Charity is Registered Charity number 1045039 and a charitable company limited by guarantee and was incorporated at Companies House in February 1995 as Company Number 3017303, having operated as an unincorporated Charity since 1985. It is governed by a memorandum and articles of association which was last amended on 20 March 2019. In the event of the company being wound up, members are required to contribute an amount not exceeding £10.

The board of Trustees, of whom there may be an unlimited number, are appointed at the Annual General Meeting for a three-year period under the procedure described in Section 27-38 of the Articles of Association and may be deemed disqualified or removed from office as described in Section 39 of the Articles. The Trustees meet six times a year and at other times as required.

All members of the Board give their time voluntarily and receive no benefits from the Charity. Any expenses reclaimed from the Charity are set out in note 6 to the accounts.

Salaries paid to senior managers are set at a level which the Trustees consider to be competitive and are reviewed from time to time with reference to comparable roles in similar organisations.

The current Trustees are already familiar with the practical work of the Charity. New Trustees are given an induction pack consisting of various Charity Commission publications giving guidance to Trustees, along with the memorandum and articles and latest financial statements of the Charity. There is an ongoing programme of in-service training for Trustees which has included sessions on the Role of the Trustee, the commissioning climate and similar subjects.

Employment Policy

One Fylde aims to ensure that no employee or candidate is subject to unlawful discrimination, either directly or indirectly, on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including ethnic or national origins, colour and nationality), religion or belief (including lack of belief), or sex and sexual orientation. This commitment applies to all aspects of employment, including:

- recruitment and selection, including advertisements, job descriptions, interview and selection procedures
- training
- promotion and career development opportunities
- terms and conditions of employment, and access to employment related benefits and facilities
- grievance handling and the application of disciplinary procedures, and
- selection for redundancy

The Organisation recognises the benefits of having a diverse workforce and will take steps to ensure that:

- everyone receives equality of treatment in recruitment and employment
- job applicants are not asked for medical information before a job offer is made; that is unless there are lawful reasons to ask for medical information which include; complying with disability discrimination law when making interview arrangements and a genuine, job related reason
- additional protection from discrimination is given to job applicants with a disability, and those with a family history of illness
- reasonably endeavours to recruit from the widest pool of qualified candidates possible
- employment opportunities are open and accessible to all on the basis of merit
- where appropriate, positive action may be taken to attract applications from all sections of society and especially from those groups which are underrepresented in the workforce
- selection criteria and processes do not discriminate unjustifiably on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including ethnic or national origins, colour and nationality), religion or belief (including lack of belief), sex and sexual orientation, other than in those instances where the organisation is exercising lawfully permitted positive action

Trustees attend events and are accessible for staff to engage with by listening to their views and opinions and feeding back to the Executive team.

Risk Management

The management and mitigation of risk to individuals' safety is central to the planning, delivery and monitoring of services. Staff are trained in risk assessment and focus on balancing reasonable risk alongside responsibility for safeguarding in every aspect of their work. Safeguarding and whistleblowing policies are in place and function to gain information about any risk at an early stage so that appropriate interventions can be considered. All safeguarding matters are reported to and scrutinised by the Board.

The Charity uses the services of Radar Law and Health and Safety consultancy to reduce the risk of liability for employment and safety related issues. This service fosters the development of positive and appropriate management practice and also provides insurance backed indemnity for preparation, representation and certain awards at Employment Tribunals and Health and Safety Tribunals.

Financial risk is managed through the appointment of professionally qualified managers, scrutiny of a corporate risk register, interim financial statements and internal audit procedures, but also through clear communication between Trustees and management about the financial and regulatory position in relation to current and proposed activities.

Organisational Structure

The **Board of Management** is the decision-making body which runs One Fylde. It and its subcommittees consist of volunteers who carry legal responsibility for the affairs of the organisation. Members of the Board are registered as directors of the Company Limited by Guarantee at Companies House, and also as Charitable Trustees with the Charities Commission. The Board gives guidance and direction to management, sets policy, and monitors financial matters. Trustees participate in the recruitment of senior staff and in hearing disciplinary appeals against decisions of senior management.

During the year under review, the **Leadership Team** is comprised of a Chief Executive Officer, a Director of Finance and Support Services and a Director of Operations and Quality. Meeting weekly, the Leadership Team dealt with day to day management matters, monitored quality of service, communicated decisions of the Board, monitored financial matters etc. Membership of Leadership Team is ex officio, arising from appointment to one of the senior management positions.

Pay is reviewed for key management posts in line with external benchmarking and criteria will be set going forward to manage any reviews.

The **Senior Management Team (SMT)** Meeting takes place every six weeks and exists to promote good communication between staff and management, advocate for staff and service user concerns and pass matters for decision up to the Leadership Team and Board

Staff Meetings—Supported Living, Homecare, Activities or Office, are for discussion and communication of everyday operational matters.

Associated organisations

The Charity is affiliated to:

The National Council for Voluntary Organisations

Association of Chief Executives of Voluntary Organisations

Voluntary Organisation Disability Groups

Reference and Administrative Information

Charity name: One Fylde

Registered Charity number: 1045039

Registered company number: 3017303

Principal address/ registered office:

Libra House

Cropper Close, Whitehills Business Park

Blackpool

FY4 5PU

Trustees serving during and/or in post at the date of these accounts

Angela Rosemary Jacques (appointed 8th May 2019)

Susan Deirdre Sharples (appointed 8th May 2019, resigned 22nd April 2022)

Teresa Jane Jennings (appointed 1st June 2020, resigned 27th October 2022)

Angela Boyle (appointed 1st June 2020)

Elizabeth Joyce Winkfield (appointed 1st June 2020, resigned 22nd April 2022)

David Stanhope (appointed 20th January 2021) Chair

Vanessa Harris (appointed 24th March 2021)

Gemma Grace Rothery (appointed 24th March 2021, resigned 7th June 2022)

Sharon Mary Morris (appointed 20th August 2021)

Peter John Hodgson (appointed 23rd November 2022)

Amanda Louise Tamzyn Long (appointed 28th June 2023)

Leadership Team at the date of approval of this report

Tracey Bush (appointed 9 June 2019) Chief Executive Officer

Terry Mears (appointed 19 April 2021, resigned 28 February 2023) Director of Operations and Quality

Michelle Riches (appointed 16 January 2023) Director of Operations and Quality

Vicki Askham (appointed 1 December 2021) Director of Finance and Support Services

Bankers:

Royal Bank of Scotland

Drummond House

1 Redheughs Avenue

Edinburgh

EH12 9RH

Solicitors:

Easthams

292-302 Church Street

Blackpool

FY1 3QA

Auditors:

Champion Accountants LLP

7-9 Station Road

Hesketh Bank

Preston

PR4 6SN

Responsibilities of the Board of Trustees

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

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the charities SORP 2015 (FRS102)
- make judgements 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
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate

The Trustees have overall responsibility for ensuring that the Charity has appropriate systems of control, financial and otherwise. They are also responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities Act 2011/2006 and the regulations made thereunder. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that the charitable company is operating efficiently and effectively, its assets are safeguarded against unauthorised use or disposition, proper accounting records are maintained and financial information used within the charitable company is reliable and that the charitable company complies with relevant laws and regulations.

The Trustees have, as part of the business planning cycle, assessed business risks and their potential impact and likelihood of occurrence and where necessary investigated means to mitigate the risks.

Auditors

A resolution proposing that Champion Accountants LLP, Statutory Auditors, be re-appointed as auditors will be put to the Annual General Meeting

In so far as the Trustees are aware:

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

In addition to this years' Trustees Report, an Annual Review has been produced 'Wellbeing for All'.

The Trustees approve this report for the year ended 31 March 2023 in their capacity as company directors and the Trustees' report on 20th September 2023.

Approved on behalf
of the Board of Trustees



David Stanhope
Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ONE FYLDE**Opinion**

We have audited the financial statements of One Fylde (limited by guarantee) (the 'charitable company') for the year ended 31st March 2023 which comprise the Statement of Financial Activities, the Statement of Financial Position (Balance Sheet), Statement of Cashflows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2023 and of its incoming resources and application of resources, including 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.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 charitable company's ability to continue as a going concern for the 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. The other information comprises the information included in the annual report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ONE FYLDE– continued**Opinions on the other matters prescribed by the Companies Act 2006**

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; 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; or
- the trustees were not entitled to take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report to the Trustees.

Responsibilities of Trustees

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

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

Our 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 a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- We obtained an understanding of the legal and regulatory frameworks applicable to the charitable company and the sector in which they operate. We determined that the following laws and regulations were most significant: the Charities SORP (FRS 102), the Companies Act 2006, Employment regulation and Health and safety legislation.
- We obtained an understanding of how the charitable company is complying with those legal and regulatory frameworks by making inquiries to the management.

- We assessed the susceptibility of the charitable company's financial statements to material misstatement including how fraud might occur. Audit procedures performed by the audit engagement team included:
 - o Identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud;
 - o Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
 - o Challenging assumptions and judgements made by management in its significant accounting estimates;
 - o Identifying and testing journal entries; in particular any journal entries posted with unusual combinations;
 - o Reviewing material variation from our expectations in the income, expenses and balances, and
 - o Assessing the extent of compliance with the relevant laws and regulations.

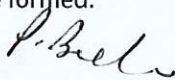
There are inherent limitations in the audit procedures described above, and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement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

A further description of our responsibilities for the audit of the financial statement is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

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

P Buck ACA, DChA (Senior Statutory Auditor)
for and on behalf of Champion Accountants LLP
7-9 Station Road
Hesketh Bank
Preston
Lancashire
PR4 6SN



Date: 20/09/2023

Statement of Financial Activities (including income and expenditure account)
for the year ended 31 March 2023

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Total Funds 2023 £	Total funds 2022 £
Income:					
Donations		2,177	-	2,177	6,483
Charitable activities:					
Social care contracts		11,053,890	-	11,053,890	10,534,158
Property income		1,206,481	-	1,206,481	988,269
Other income		162,016	-	162,016	492,556
Total incoming resources		12,424,564	0	12,424,564	12,021,466
Expenditure:					
Charitable activities	2				
Provision of social care		11,620,486	9,047	11,629,533	10,853,246
Landlord costs		1,059,360	-	1,059,360	854,495
Total expenditure		12,679,846	9,047	12,688,893	11,707,741
Gains/(losses) on revaluation of investments		84	-	84	1,330
Net income		(255,198)	(9,047)	(264,245)	315,055
Net transfer between funds		8,990	(8,990)	-	-
Unrealised gain on fixed asset revaluation		86,783	-	86,783	667,647
Loss on sale of offices		(436,502)	-	(436,502)	-
Net movement in funds		(595,927)	(18,037)	(613,964)	982,702
Reconciliation of funds					
Total funds brought forward		7,571,198	80,657	7,651,855	6,669,153
Total funds carried forward		6,975,271	62,620	7,037,891	7,651,855

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derives from continuing activities.

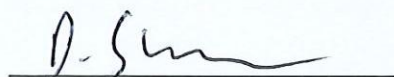
Balance Sheet as at 31 March 2023

	Note	2023 £	2022 £
Fixed assets:			
Tangible assets	8	5,119,065	6,980,834
Investments	9	11,955	11,871
Total fixed assets		5,131,020	6,992,705
Current Assets:			
Debtors	10	1,410,924	843,655
Cash at bank and in hand		2,352,720	2,339,660
Total current assets		3,763,644	3,183,315
Liabilities:			
Creditors: Amounts falling due within one year	11	1,397,735	1,724,210
Net current assets		2,365,909	1,459,105
Total assets less current liabilities		7,496,929	8,451,810
Creditors: Amounts falling due after more than one year	12	358,840	666,058
Provisions for liabilities	13	100,198	133,897
Total net assets		7,037,891	7,651,855
The funds of the charity:	16		
Restricted funds		62,620	80,657
Unrestricted income funds		1,254,170	1,242,361
Designated - revaluation reserve		2,247,271	2,861,921
Designated - unrestricted net fixed assets fund		2,129,864	3,030,916
Designated - property investment fund		1,343,966	436,000
Total charity funds		7,037,891	7,651,855

The notes on pages 17 to 26 form part of these accounts

Approved and authorised for issue by the trustees on 20th September 2023.

Signed on behalf of the Trustees



David Stanhope
Chair

Statement of cash flows
for the year ended 31 March 2023

	2023	2022
Note	£	£
Cash flows from operating activities:		
Net cash provided by operating activities	(973,210)	553,119
Cash flows from investing activities:		
Purchase of tangible fixed assets	(238,491)	(105,351)
Proceeds from sale of fixed assets	1,563,851	42,304
Net cash provided by investing activities	1,325,360	(63,047)
Cash flows from financing activities:		
Repayments of borrowing	(339,090)	(140,562)
Net cash provided by financing activities	(339,090)	(140,562)
Change in cash and cash equivalents in the year	13,060	349,510
Cash and cash equivalents at the beginning of the year	2,339,660	1,990,150
Total cash and cash equivalents at the end of the year	2,352,720	2,339,660

Reconciliation of net income to net cash flow from operating activities

Net movement in funds	(613,964)	982,702
Adjustments for:		
Depreciation	181,007	204,111
Loss/(profit) on disposal of fixed assets	442,185	(20,946)
Revaluation of properties (unrealised)	(86,783)	(667,647)
(Gain) on investments (unrealised)	(84)	(1,330)
(Increase)/decrease in debtors	(567,269)	178,942
(Decrease)/increase in creditors	(294,603)	61,662
Decrease) in provisions	(33,699)	(184,375)
Net cash provided by operating activities	(973,210)	553,119

Notes to the accounts

The Charity is a registered Charity and a charitable company limited by guarantee and is incorporated in the UK.

1. Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of accounting

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

One Fylde meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost unless otherwise stated in the relevant accounting policy.

Preparation of accounts on a going concern basis

The Charity continues to hold cash reserves above the cash reserves policy of between £500,000 and £1,000,000 in the period since the balance sheet date, for the reason stated in the trustees' report. Projected cash flow forecasts for the next 12 months indicate that this will continue to be the case. On this basis the Charity is a going concern.

Income

Income from funding bodies and clients are accounted for when the Charity is entitled to the funds on an accruals basis. Income from rents are accrued on a straight line basis over the length of the tenancy. Donations are accounted for as received by the Charity.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the Charity. Restricted funds are donations which the donor has specified are to be used solely for a particular purpose.

Expenditure and irrecoverable VAT

Expenditure is recognised on an accruals basis as a liability is incurred. Value added tax is not recoverable by the Charity, and as such is included in the relevant costs.

Expenditure on charitable activities comprises those costs incurred by the Charity in the delivery of its activities and services to beneficiaries. It includes both costs that can be allocated directly to such activities and their associated support costs.

Allocation of support costs

Support costs are those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include back office costs, finance, human resources and governance costs which support the Charity's activities. These costs are apportioned between activities on the basis on income generated.

Operating Leases

Rental charges are charged to the SoFA on a straight line basis over the life of the lease.

Tangible fixed assets

Fixed assets, other than properties, are stated at purchase price, less depreciation and amounts written off. Properties are stated at their market value. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life:

Freehold and leasehold property	2% on cost/revalued amount
Improvements to leasehold property	straight line over the period of the lease
Fixtures and fittings	25% reducing balance method
Office equipment	25% reducing balance method

Motor vehicles	25% reducing balance method
Furnishings	20% reducing balance method

Individual expenditure below £100 is not capitalised.

No depreciation is provided on freehold and long leasehold land.

Properties are revalued externally by a professional chartered surveyor every five years and internally in the intervening years. Internal valuations are carried out using published data on the changes in property prices in the appropriate postcode areas.

Investments

Investments are included at market value at the balance sheet date and the gain or loss is transferred to the SoFA.

Debtors

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

Cash at bank and in hand

Cash at bank and cash in hand includes cash and bank accounts with immediate access.

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 in settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Deferred income

Where income received for social care contracts remains unspent at the end of the financial year this is carried forward as deferred income (balance sheet creditors) to be utilised for the benefit of the people we support in future periods. If any money remains unspent after one year these are released to income on the statement of financial activities.

Lease payments received in advance are released to the SOFA over the length of the lease.

Financial instruments

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

Pensions

The Charity operates three money purchase defined contribution pension schemes. Contributions are charged in the Statement of Financial Activities as they become payable in accordance with the scheme.

2. Analysis of expenditure on charitable activities

	Provision of social care £	Housing costs £	2023 Total £	2022 Total £
Direct staffing costs	9,783,379	74,732	9,858,111	8,959,670
Staff training and recruitment	123,588	-	123,588	200,793
Activity costs	118,927	-	118,927	67,756
Operational other costs	125,621	-	125,621	134,048
Property rental and mortgage costs	-	404,438	404,438	371,883
Council tax and utility costs	-	38,485	38,485	24,933
Property maintenance costs	-	258,441	258,441	135,852
Insurance	58,795	8,963	67,758	56,407
Depreciation	71,628	92,724	164,352	189,397
Other property costs	-	62,638	62,638	42,653
Loss on sale of vehicle	-	886	886	-
Miscellaneous costs	52,736	-	52,736	18,452
Marketing, communications & engagement	27,458	-	27,458	13,122
Support costs	1,218,991	114,360	1,333,351	1,452,237
Governance costs	39,363	3,693	43,056	40,536
	11,620,486	1,059,360	12,679,846	11,707,741

3. Summary analysis of expenditure and related income for charitable activities

	Provision of social care £	Housing costs £	2023 Total £	2022 Total £
Costs	(11,620,486)	(1,059,360)	(12,679,846)	(11,707,741)
Care Contract income	11,053,890	-	11,053,890	10,534,158
Rents	-	1,206,481	1,206,481	988,269
Other income	162,016	-	162,016	492,556
Net contribution to charitable funds	(404,580)	147,121	(257,459)	307,243

4. Analysis of governance and support costs

	Support costs £	Governance costs £	2023 Total £	2022 Total £
Payroll and related costs	897,525	30,036	927,561	972,176
Office costs	397,906	-	397,906	442,590
Audit fees	-	13,020	13,020	10,500
Legal and professional fees	37,920		37,920	67,507
	1,333,351	43,056	1,376,407	1,492,773

5. Net income/expenditure for the year

	2023 £	2022 £
This is stated after charging:		
Depreciation of tangible fixed assets	181,007	204,111
Loss/(profit) on disposal of fixed assets	442,185	(20,946)
Audit fee -for year	12,810	12,600
-under/(over)provision in previous year	210	(2,100)
Interest payable on bank loans & mortgages	24,732	17,931
Operating leases - equipment	292	2,124
Property rents	385,000	359,532
	=====	=====

6. Analysis of staff costs, Trustees remuneration and expenses, and the cost of key management personnel

	2023 £	2022 £
Wages and salaries	8,354,854	8,291,783
Social security costs	749,425	692,981
Pension costs	200,050	252,002
	-----	-----
	9,304,329	9,236,766
	=====	=====

Included in reorganisation costs are redundancy, and ex gratia payments of £15,377, relating to three people.

Number of employees whose total employee benefits is in excess of £60,000 (including pension payments and ex gratia payments) is as follows:

	2023	2022
£60,000-£69,999	-	2
£70,000-£79,999	1	-
£80,000-£89,999	-	-
£90,000-£99,999	-	-
£100,000-£109,999	-	1
£110,000-£119,999	1	-

The Charity Trustees were not paid nor did they receive any other benefits from employment with the Charity during the year (2022: nil). Trustee expenses paid during the year were £nil (2022: nil).

The key management personnel of the Charity comprise the Chief Executive Officer, Director of Operations and Quality, and Director of Finance and Support Services. The total employee remuneration of the key management personnel of the Charity was £291,732. (2022: £355,845).

7. Staff Numbers

The average headcount in the year was 368 (2022: 376). Full time equivalent 295 (2022: 307)

8. Tangible fixed assets

	Freehold Land and Buildings	Long Leasehold Land and Buildings	Leasehold Imp'ments	Fixtures, Fittings, Furnishings Equipment and Motor Vehicles	Total
	£	£	£	£	£
Cost/ valuation					
As at 1 April 2022	3,200,945	3,357,950	9,430	1,959,439	8,527,764
Additions	-	162,771	19,592	56,128	238,491
Disposals	(1,705,000)	(299,950)	-	(2,510)	(2,007,460)
Revaluation	(9,590)	28,849	-	-	19,259
As at 31 March 2023	1,486,355	3,249,620	29,022	2,013,057	6,778,054
Depreciation					
As at 1 April 2022	-	-	5,513	1,541,417	1,546,930
Charge for the year	22,596	44,928	4,092	109,391	181,007
On disposals	-	-	-	(1,424)	(1,424)
Transfer to revaluation reserve	(22,596)	(44,928)	-	-	(67,524)
As at 31 March 2023	-	-	9,605	1,649,384	1,658,989
Net book value					
As at 31 March 2023	1,486,355	3,249,620	19,417	363,673	5,119,065
As at 1 April 2022	3,200,945	3,357,950	3,917	418,022	6,980,834

The cost or valuation of freehold buildings and long leasehold buildings, on which depreciation is charged, amounted to £ 3,382,484. The carrying amount of freehold land and buildings and long leasehold land and buildings are considered to be at the open market value. An internal valuation, of these assets, was carried out at the year end. The freehold land and buildings and long leasehold land and buildings were revalued at £1,486,355 and £3,249,620 respectively at that time.

The historical cost of freehold land and building less accumulated depreciation was £664,468, as at 31 March 2023. The historical cost of long leasehold land and building less accumulated depreciation was £2,154,177 as at 31 March 2023.

9. Fixed assets investments

Investments held in the UK primarily to provide an investment return

	2023	2022
	£	£
At valuation		
At 1 April 2022	11,871	10,541
Unrealised gain on investments	84	1,330
	-----	-----
At 31 March 2023	11,955	11,871
	=====	=====

	Nominal value	Cost	Valuation
	£	£	£
40 Charifund accumulation units	2,812	2,812	11,955
	=====	=====	=====

10. Debtors

	2023	2022
	£	£
Amounts due within one year:		
Trade debtors	1,244,470	679,314
Other debtors	28,042	27,284
Prepayments and accrued income	138,412	137,057
	-----	-----
	1,410,924	843,655
	=====	=====

11. Creditors (amounts falling due within one year)

	2023	2022
	£	£
Trade creditors	329,624	317,759
Social security and other taxes	158,437	181,307
Mortgages (secured)	56,298	88,710
Deferred income	176,443	521,922
Accruals	634,874	538,640
Other creditors	42,059	75,872
	-----	-----
	1,397,735	1,724,210
	=====	=====

12. Creditors (amounts falling due after more than one year and payable by instalments)

	2023	2022
	£	£
Mortgages (due within 1-2 years)	56,298	88,710
Mortgages (due within 2-5 years)	225,194	354,838
Mortgages (due after 5 years)	77,348	222,510
	-----	-----
	358,840	666,058
	=====	=====

The mortgages are secured against the freehold and long leasehold properties. The proportion of the liability to the value of the assets charged is 13% (2022: 18%). The interest rate charged on the mortgages was between 1.75% and 2.65% above base rate.

13. Provision for liabilities

The provision for liabilities relates primarily to property reinstatement costs.

	2023 £	2022 £
Balance as at 1 April 2022	133,897	318,272
Spent in year	(84,948)	(41,120)
Released in the year	(29,018)	(143,255)
Provision for additional costs	80,267	-
	-----	-----
Balance as at 31 March 2023	100,198	133,897
	=====	=====

14. Deferred Income

	2023 £	2022 £
Balance as at 1 April 2022	521,922	450,019
Amount released to income earned from charitable activities	(521,922)	(293,252)
Amount deferred in year	176,443	365,155
	-----	-----
Balance as at 31 March 2023	176,443	521,922
	=====	=====

15. Obligations under operating leases

As at 31 March 2023, the Charity had future minimum lease payments under non-cancellable operating leases for each of the following periods:

	2023 £	2022 £
Equipment		
Payments due		
- within one year	21,974	33,190
- between one and five years	-	20,409
	-----	-----
	21,974	53,599
	=====	=====
Land and buildings		
Payments due		
- within one year	376,387	318,700
- between one and five years	1,142,425	1,073,454
- more than five years	813,177	867,014
	-----	-----
	2,331,989	2,259,168
	=====	=====

The Charity aims to secure long leases (between 5 and 15 years) on its leased residential properties in order that tenants can have greater security of tenure and the costs to the Charity are minimised.

16. Movement in funds

	Balance at 1 April 2022	Incoming resources	Resources expended	Transfers between funds	Funds at 31 March 2023
	£	£	£	£	£
Unrestricted funds					
General Fund	1,242,361	12,424,564	(13,116,348)	703,593	1,254,170
Designated - revaluation fund	2,861,921	86,867		(701,517)	2,247,271
Designated - unrestricted net asset funds	3,030,916	-	-	(901,052)	2,129,864
Designated - property investment fund	436,000	-	-	907,966	1,343,966
Restricted funds	80,657	0	(9,047)	(8,990)	62,620
Total	7,651,855	12,511,431	(13,125,395)	-	7,037,891

Name of unrestricted fund -	description, nature and purpose of the fund
General fund	The "free reserves" after allowing for all designated funds.
Designated funds:	The designated revaluation fund is the difference between the cost or valuation of properties and investments when first recognised, less any depreciation and its subsequent revalued amount. The designated net assets fund consists of the net book value of fixed assets as shown on the balance sheet, less the balance on loans due after more than one year and the revaluation reserve element noted above. The trustees took the decision to create a designated fund for a specific future project. This specific project is an investment in properties owned by the charity to improve their condition. The amount allocated to the designated funds is taken from the independent surveyor's report.

	Balance at 1 April 2022	Net movement	Funds at 31 March 2023
Unrestricted funds			
General Fund	1,242,361	11,809	1,254,170
Designated - revaluation fund	2,861,921	(614,650)	2,247,271
Designated - unrestricted net asset funds	3,030,916	(901,052)	2,129,864
Designated - property investment fund	436,000	907,966	1,343,966
	7,571,198	(595,926)	6,975,271
Restricted Funds			
Transferred from OHT			
Dementia Service	38,122		38,122
Head office refurbishment	18,037	(18,037)	0
Childrens Service	5,475		5,475
Sensory Room	5,592		5,592
Other	13,431		13,431
	80,657	(18,037)	62,620
TOTAL FUNDS	7,651,855	(613,963)	7,037,891

17. Related Party Transactions

No trustee or other person related to the Charity had any personal interest in any contract or transaction entered into by the Charity during the year. (2022: nil)

18. Financial Instruments

Financial instruments measured at amortised cost comprise mortgages provided by The Royal Bank of Scotland

	2023 £	2022 £
Mortgages (due within one year)	56,298	88,710
Mortgages (due within 1-2 years)	56,298	88,710
Mortgages (due within 2-5 years)	225,194	354,838
Mortgages (due after 5 years)	77,348	222,510
	-----	-----
	415,138	754,768
	=====	=====

19. Capital commitments

The charity has a capital commitment at the year end in relation to property improvement costs of £138,664. (2022: nil).

20. Funds held on behalf of People we Support

	2023 £	2022 £
Balance brought forward	69,976	79,871
Movement in year	(48,965)	(9,895)
	-----	-----
Balances at the end of the year	21,011	69,976
	=====	=====

The charity acts as agents in relation to these monies. The income/expenditure and balances are not included in the financial statements.

21. Legal status of the Charity

One Fylde is a company limited by guarantee and has no share capital. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

No tax charges have arisen in the Charity.

22. Taxation

As a Charity, One Fylde is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992, to the extent that these are applied to its charitable objects.

One Fylde Limited

England & Wales - Charity number 1045039

Accounts



One Fylde
a Company Limited by Guarantee

Report and financial statements
for the year ended 31 March 2022

Charlty number: 1045039
Company number: 3017303



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Report of the Trustees for the year ended 31 March 2022

The Trustees, who are also directors of the Charity for the purposes of the Companies Act, present their report and audited financial statements for the year ended 31 March 2022.

Purposes and Aims

The Charity's purposes as set out in the objects contained in the company's memorandum of association are to advance the education and promote the welfare of persons with learning disabilities, particularly, but not exclusively, by the provision of residential housing and learning centres in community areas, so as to enable such persons to develop mental, physical and spiritual capacities, that they may realise their full potential as individuals and members of society and that their condition of life may be improved.

The focus of our work

The Charity's mission statement reads:

One Fylde is a locally focussed, independent, community led charitable provider of support and housing to people with learning disabilities.

Its reason for existing is: To be a leader in innovation (trying new things) Inclusiveness (involving everyone) and transparency (being open and honest.)

Everyone who is part of One Fylde therefore strives:

- To make available responsive (to what people want), flexible (because people change) and affordable (because money is limited) services for people who need them and by doing so, support individuals
- To overcome challenges and so live the best life they can have,
- To push past low expectations and so achieve everything which is possible, and
- To balance taking risk with staying safe and so have rich experiences
- To make available suitable housing which meets peoples' individual needs in the right place at the right cost using a variety of partnerships and by doing so enable individuals
- To have a home which is safe and happy
- To exercise real choice over their home environment
- To live where they want, with whom they want for as long as they want to

Strategic report

The plan for the period covered by this report was to move towards business as usual and living with Covid-19.

This proved to be a challenge, given the loss of staff from the sector during the pandemic, and the emergence of the Omicron variant in December 2021 causing further uncertainty and disruption. The action plans introduced in response to Covid-19 were kept live – including regular communication, risk assessments and contingency planning – thus ensuring that the people we support, staff, families and friends have continued to be supported and updated throughout.

Despite the difficulties posed by this context, good progress has been made against all key objectives which were set for this period:



1. **Review of the One Fylde Plan:** Having agreed to focus on moving towards business as usual during 2021-22, a review of the One Fylde Plan took place in January 2022, resulting in an updated strategic plan for 2022-23, which is outlined in the 'Plans for Future Periods' section of this report.
2. **Move to one pay date for all:** The standardisation of Employment Terms and Conditions across One Fylde was completed during the year, and this culminated in the synchronisation of numerous payrolls into one consolidated monthly payroll date, which was achieved in February 2022.
3. **A shift in culture towards empathic leadership:** To support with embedding the culture of One Fylde staff are actively encouraged to take ownership of the culture, values and behaviours. This is promoted through leadership development for all managers (see point 8) and the introduction of the 'Big Conversation' in March 2022 in which all staff and people we support are encouraged to reflect on the 8 quality of life indicators (see point 6).
4. **Move to one finance system:** The consolidation of numerous payroll dates (see point 2) was preceded by the migration to a single payroll system, Opera. This was completed in November 2021. In addition, the finance system, Opera, was updated to cloud software, thereby improving data backups and remote access.
5. **Implementation of a new accident/incident and audit system:** A review of accident/incident reporting was undertaken during the year to define requirements and assess potential IT solutions. The audit process has been rationalised, moving to a single monthly audit which will be undertaken jointly by the Team Leader and Area Manager.
6. **Roll-out of the 'One Fylde Quality Way' including 'Working Together for Change' sessions:** The new Quality Assurance Framework, known as the 'One Fylde Quality Way', has been implemented, led by two Quality Improvement Leads who commenced their new roles in February 2022. The 'One Fylde Operational Way' (standard operational procedures) was developed and is being rolled out. To ensure a focus on outcomes, values, culture and behaviours, the 'One Fylde Operational Way' is cross-referenced to the 8 quality of life indicators which were identified in the 'Working Together for Change' sessions:
 - Having meaningful Relationships
 - Being Healthy physically and emotionally
 - Having my Privacy respected
 - Having a Safe and stable Home
 - Having Meaningful purpose to my days
 - Having Choices
 - Being heard and feeling respected
 - Having Financial Security
7. **Planned programme of Leadership development for all managers:** As part of the focus on culture and leadership a bespoke leadership development programme, 'Leading in the One Fylde Way', has been delivered to all managers within One Fylde.
8. **Strategic review of housing:** The Trustees, Leadership Team and members of the Senior Management Team participated in a full day strategy session in October 2021 to review One Fylde's Housing function. The outcome was clarity about the direction and a renewed commitment to being a good landlord, and this has been developed into a separate strategic plan for Housing, which includes clearly defined success indicators, allocated resources, and managerial separation from support provision.
9. **Identification of central offices for One Fylde:** Having established that neither the Headroomgate or Church Road offices would be suitable for One Fylde going forward, an assessment of alternative commercial premises was carried out, from which Libra House in Whitehills Business Park in Blackpool was selected. One Fylde moved into its new offices in March 2022. The previous offices are being marketed with a view to reinvesting their capital into housing for people we support.



10. **Establish an 'Employee Voice' group of representatives:** The 'Employee Voice' group has been established, comprising of 10 members of staff from across the organisation who meet every 3 weeks. The group provides a forum for the members to suggest ideas, ask questions, and consider proposed initiatives.
11. **Review One Fylde's fleet of vehicles:** One Fylde has diverse needs from its vehicles, ranging from passenger transportation to handyman operations to the gardening and recycling teams. Having established these needs, plans are in place to centralise the vehicle management to ensure that these assets are appropriately maintained, protected and renewed.
12. **Develop a wellbeing for all strategy:** In November 2021 staff were invited to participate in a 'Wellbeing in the Workplace' survey, the results of which were circulated to all staff. A consultant has been appointed to facilitate the response to that survey in the form of a Wellbeing Strategy, which is being shaped by employees from across One Fylde including members of the 'Employee Voice' group.

In addition to these planned objectives, One Fylde also agreed a three-year development plan with our main commissioner, Lancashire County Council, as part of our contractual obligations. The development plan is both visionary and ambitious and has been well received by the Council. It includes a clear commitment to respond to rising demand for more innovative and person-centred accommodation and support arrangements, particularly for people who need to live on their own. As part of the plan, the schedule of payments from the Council will be transitioning to monthly in arrears, being phased in over a 6-month period.

Achievements and Performance

During 2021-22, One Fylde has continued to support around 210 people with learning disabilities in Supported Living and Homecare. Of these, 148 people we support were in Supported Living across 53 properties. One Fylde was commissioned to provide approximately 550,000 hours of support in Supported Living and Homecare during the year.

Given the ongoing challenges posed by the pandemic, One Fylde remained focused on safety and resource management of staff and PPE particularly. In doing so, One Fylde has managed to continue to provide a service throughout the Covid-19 pandemic.

In July and August 2021, the Care Quality Commission (CQC) carried out an inspection of the Headroomgate registration and subsequently issued its report in October 2021. Whilst the CQC report was positive about how the service was "maximising people's choice, control and independence", and how staff with the right values and behaviours were supporting people to "live inclusive and empowered lives", it did express concerns around record-keeping in relation to health and safety risks and the safe management of medicines.

As a result, the service was rated as 'Requires Improvement' in the areas of Safe and Well Led. The rating remained at 'Good' in Caring, Responsive and Effective. The overall rating is 'Requires Improvement'.

One Fylde prepared an action plan for the CQC to respond to the points raised in the inspection. Many of these actions were already in train through the roll-out of the 'One Fylde Quality Way' (which is described in the 'Strategic report' section), including investment in a new accident and incident reporting system, and allocating 2 staff members to focus on quality and audits, such that good progress has already been made in delivering the action plan.



The Church Road registration retained its overall rating as 'Good' from its last inspection in March 2018. However, when the two separate CQC registrations were merged into one following the move to the Libra House offices in March 2022, the ratings for new registration were inherited from the Headroomgate registration.

Financial Review

As required by the Charities Commission Statement of Recommended Practice (SORP) for larger charities, the accounts for this year have again been cast in terms of the activities; firstly of social care provision and secondly of housing.

As with last year, this year was extremely challenging as a result of the Covid-19 pandemic. However, as activities started to increase with the return to normal and with the continued support of our commissioners in providing funding for exceptional Covid-19 related costs, income generated by social care increased by £342,512 (3.2%). However, significant cost pressures resulted in the contribution generated from social care being reduced to £173,468 (2021: £481,584) for the year. The Charity's housing activity continues to provide revenue support with income generated of £988,269 (2021: £900,180) and a contribution of £133,774 (2021: £113,210 deficit). Overall, a surplus after donations, revaluations and exceptional costs lead to a net increase in funds of £982,702 (2021: £1,291,252).

In the context of these figures, the Trustees are satisfied that the Charity has managed its financial affairs during the year in a prudent manner and that the financial health of the Charity is sound.

Plans for Future Periods

During the reporting period, the Leadership Team and Trustees reviewed the One Fylde Plan and agreed the following strategic priorities for 2022-23.

Strategic aim

This year, one of our central priorities is creating a period of calm and reflection, giving our colleagues space to renew and refresh, focussing on the well-being of all our staff teams across One Fylde. This will enable us to continue effectively with the quality improvement work begun last year, and will ensure that we create a positive and empowering culture throughout One Fylde.

Objective 1

To implement the One Fylde Quality Way, focussing on our eight Quality of Life Indicators relating to the People we Support.

Objective 2

To review the HR and Recruitment function across the Charity, ensuring we have an excellent People Plan for our colleagues.

Objective 3

To ensure we have robust finance systems and processes for financial analysis and reporting.

Objective 4

To ensure a Fundraising Strategy is in place for One Fylde.

Objective 5



Review and research electronic systems for support planning and care documentation, ready for implementation in 2023.

Objective 6

A Housing Strategy will be in place to ensure that we have a good standard of properties and excellent customer service for the People we Support in the houses that we own and lease.

The pursuit of these strategic objectives is set within the context of an increasingly difficult financial outlook, given that the effects of the pandemic remain evident in the ongoing recruitment and retention challenges which result from the loss of staff from the sector. This is exacerbated by the high inflationary pressures on both pay and non-pay costs, with which the rates paid by our commissioners have unfortunately not kept pace with.

Thanks to its record of prudent financial management, One Fylde is navigating these financial challenges from a position of healthy unrestricted reserves and cash balances, which provide a buffer against uncertainty and a downturn in financial performance in the short term. However, this needs to be accompanied by a plan for reinvesting – in both social care provision and housing – to achieve stability in the medium term, which is a key focus of work for the coming year.

Fundraising Policy

The Charity generates minimal income by fundraising. Fundraising activity is mainly via online giving and the Charity does not engage the services of fundraising consultants.

Investment Policy

The Charity maintains its banking with a reputable and established Clearing Bank, keeping cash in an interest-bearing account wherever possible.

Subject to the requirements of the Charity's Investment Policy, cash not required for the maintenance of reserves, is invested for the benefit of the Charity's beneficiaries, having regard to a balance of security and return as follows. Any investments purchased are those recommended by a qualified IFA (Independent Financial Advisor) whose opinion is recorded in the minutes of the Charity. The Trustees note, however, that it is they who are wholly responsible for the decision to purchase an investment.

All acquisitions and disposals of investments are actioned only after the board has so decided. In general, and subject to changing conditions, the Trustees recognise the wisdom of balancing investments between those based on securities or bonds and those based on equities, and endeavour to minimise risk whilst maximising return by spreading investments between these types.

The Trustees recognise that investments which depend on the performance of the markets must be treated as long term (i.e. able to remain invested for five years or more) and will seek to avoid placing cash in investments if there are foreseeable circumstances in which it would be required earlier than this. During the year the return on the Charity's fixed asset investments was 12.6% (2021: 29.75%).

Reserves Policy

One Fylde is required to hold reserves in order to achieve its charitable aims. In particular, as a Charity which owns property, fixed asset reserves are held in order to provide a quality and security of accommodation to the people we support which would not otherwise be achievable. Reserves of cash are also held in order to



allow the Charity to continue operations when streams of funding reduce following, for example the death or departure of people we support.

Notwithstanding working properties or other investments held, the Trustees' policy is to hold reserves of cash sufficient to allow a flexible and timely response to any urgent requirement for a package of care and accommodation similar to those currently operating – this is represented by the unrestricted general fund.

The Trustees therefore consider it both prudent and realistic to have general funds of between £950,000 and £1,900,000 (representing 1-2 months running costs) - within which should be cash balances of between £500,000 and £1,000,000, ideally. The Trustees, through their Finance Sub-Committee and otherwise, will keep the level of reserves under review and take steps to keep any available funds surplus to the reserve range outlined above fully invested in line with the Charity's investments policy. They will also seek to ensure, through management, that no decisions of the Charity allow the general fund to drop below the levels described above considering the options for sustaining reserves in good time. As at 31 March 2022, the Charity's general funds amounted to £1,242,361 (including cash balances of £2,339,660). This balance is after separating designated funds which represent net fixed assets (long term assets held as property, less mortgage balances due after more than one year in connection with those properties), and designated funds for property investment, and the revaluation reserve which also forms part of the net long term property total.

Going concern

Whilst the reserves held are within the target area, the Trustees are mindful that cash balances are higher than required. However, as the changes in the way commissioners pay organisations in the future are expected to have an adverse impact on cash flow, the Trustees believe a higher cash balance is appropriate at this time.

The Accounts are prepared on a going concern basis, which the Trustees consider to be appropriate having considered the foreseeable future. The Charity holds reserves which are sufficiently in line with its reserves policy.

Structure, governance and management

The Charity is Registered Charity number 1045039 and a charitable company limited by guarantee and was incorporated at Companies House in February 1995 as Company Number 3017303, having operated as an unincorporated Charity since 1985. It is governed by a memorandum and articles of association which was last amended on 20 March 2019. In the event of the company being wound up, members are required to contribute an amount not exceeding £10.

The board of Trustees, of whom there may be an unlimited number, are appointed at the Annual General Meeting for a three-year period under the procedure described in Section 27-38 of the Articles of Association and may be deemed disqualified or removed from office as described in Section 39 of the Articles. The Trustees meet six times a year and at other times as required.

All members of the Board give their time voluntarily and receive no benefits from the Charity. Any expenses reclaimed from the Charity are set out in note 6 to the accounts.

Salaries paid to senior managers are set at a level which the Trustees consider to be competitive and are reviewed from time to time with reference to comparable roles in similar organisations.



The current Trustees are already familiar with the practical work of the Charity. New Trustees are given an Induction pack consisting of various Charity Commission publications giving guidance to Trustees, along with the memorandum and articles and latest financial statements of the Charity. There is an ongoing programme of in-service training for Trustees which has included sessions on the Role of the Trustee, the commissioning climate and similar subjects.

Employment Policy

One Fylde aims to ensure that no employee or candidate is subject to unlawful discrimination, either directly or indirectly, on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including ethnic or national origins, colour and nationality), religion or belief (including lack of belief), or sex and sexual orientation. This commitment applies to all aspects of employment, including:

- recruitment and selection, including advertisements, job descriptions, interview and selection procedures
- training
- promotion and career development opportunities
- terms and conditions of employment, and access to employment related benefits and facilities
- grievance handling and the application of disciplinary procedures, and
- selection for redundancy

The Organisation recognises the benefits of having a diverse workforce and will take steps to ensure that:

- everyone receives equality of treatment in recruitment and employment
- job applicants are not asked for medical information before a job offer is made; that is unless there are lawful reasons to ask for medical information which include; complying with disability discrimination law when making interview arrangements and a genuine, job related reason
- additional protection from discrimination is given to job applicants with a disability, and those with a family history of illness
- reasonably endeavours to recruit from the widest pool of qualified candidates possible
- employment opportunities are open and accessible to all on the basis of merit
- where appropriate, positive action may be taken to attract applications from all sections of society and especially from those groups which are underrepresented in the workforce
- selection criteria and processes do not discriminate unjustifiably on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including ethnic or national origins, colour and nationality), religion or belief (including lack of belief), sex and sexual orientation, other than in those instances where the organisation is exercising lawfully permitted positive action

Trustees attend events and are accessible for staff to engage with by listening to their views and opinions and feeding back to the Executive team.

Risk Management

The management and mitigation of risk to individuals' safety is central to the planning, delivery and monitoring of services. Staff are trained in risk assessment and focus on balancing reasonable risk alongside responsibility for safeguarding in every aspect of their work. Safeguarding and whistleblowing policies are



in place and function to gain information about any risk at an early stage so that appropriate interventions can be considered. All safeguarding matters are reported to and scrutinised by the Board.

The Charity uses the services of Radar Law and Health and Safety consultancy to reduce the risk of liability for employment and safety related issues. This service fosters the development of positive and appropriate management practice and also provides insurance backed indemnity for preparation, representation and certain awards at Employment Tribunals and Health and Safety Tribunals.

Financial risk is managed through the appointment of professionally qualified managers, scrutiny of a corporate risk register, interim financial statements and internal audit procedures, but also through clear communication between Trustees and management about the financial and regulatory position in relation to current and proposed activities.

Organisational Structure

The **Board of Management** is the decision-making body which runs One Fylde. It and its subcommittees consist of volunteers who carry legal responsibility for the affairs of the organisation. Members of the Board are registered as directors of the Company Limited by Guarantee at Companies House, and also as Charitable Trustees with the Charities Commission. The Board gives guidance and direction to management, sets policy, and monitors financial matters. Trustees participate in the recruitment of senior staff and in hearing disciplinary appeals against decisions of senior management.

During the year under review, the **Leadership Team** is comprised of a Chief Executive Officer, a Director of Finance and Support Services and a Director of Operations and Quality. Meeting weekly, the Leadership Team dealt with day to day management matters, monitored quality of service, communicated decisions of the Board, monitored financial matters etc. Membership of Leadership Team is ex officio, arising from appointment to one of the senior management positions.

Pay is reviewed for key management posts in line with external benchmarking and criteria will be set going forward to manage any reviews.

The **Senior Management Team (SMT)** Meeting takes place every six weeks and exists to promote good communication between staff and management, advocate for staff and service user concerns and pass matters for decision up to the Leadership Team and Board

Staff Meetings—Supported Living, Homecare, Activities or Office, are for discussion and communication of everyday operational matters.

The **Quality Group** is a sub group to the Board which monitors the quality of service being delivered.

Associated organisations

The Charity is affiliated to:

The Lancashire Learning Disability Consortium

The National Council for Voluntary Organisations

Association of Chief Executives of Voluntary Organisations

Reference and Administrative Information

Charity name: One Fylde

Registered Charity number: 1045039

Registered company number: 3017303



Principal address/ registered office:

Libra House
Cropper Close, Whitehills Business Park
Blackpool
FY4 5PU

Trustees serving during and/or in post at the date of these accounts

Angela Rosemary Jacques (appointed 8th May 2019)
Susan Delldre Sharples (appointed 8th May 2019 resigned 22nd April 2022)
Teresa Jane Jennings (appointed 1st June 2020)
Angela Boyle (appointed 1st June 2020)
Leslie Paul (appointed 1st June 2020 resigned 9th September 2021)
Elizabeth Joyce Winkfield (appointed 1st June 2020 resigned 22nd April 2022)
David Stanhope (appointed 20th January 2021) Chair
Vanessa Harris (appointed 24th March 2021)
Gemma Grace Rothery (appointed 24th March 2021 resigned 7th June 2022)
Sharon Mary Morris (appointed 20th August 2021)

Leadership Team at the date of approval of this report

Tracey Bush (appointed 9 June 2019) Chief Executive Officer
Terry Mears (appointed 19 April 2021) Director of Operations and Quality
Vicki Askham (appointed 1 December 2021) Director of Finance and Support Services

Bankers:

Royal Bank of Scotland
Drummond House
1 Redheughs Avenue
Edinburgh
EH12 9RH

Solicitors:

Easthams
292-302 Church Street
Blackpool
FY1 3QA

Auditors:

Champion Accountants LLP
7-9 Station Road
Hesketh Bank
Preston
PR4 6SN

Responsibilities of the Board of Trustees

The Trustees (who are also directors of the Charity for the purposes of Company Law) are responsible for preparing the Trustees Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company and Charity law requires the Trustees to prepare financial



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

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the charities SORP 2015 (FRS102)
- make judgements 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
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate

The Trustees have overall responsibility for ensuring that the Charity has appropriate systems of control, financial and otherwise. They are also responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities Act 2011/2006 and the regulations made thereunder. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that the charitable company is operating efficiently and effectively, its assets are safeguarded against unauthorised use or disposition, proper accounting records are maintained and financial information used within the charitable company is reliable and that the charitable company complies with relevant laws and regulations.

The Trustees have, as part of the business planning cycle, assessed business risks and their potential impact and likelihood of occurrence and where necessary investigated means to mitigate the risks.

Auditors

A resolution proposing that Champlon Accountants LLP, Statutory Auditors, be re-appointed as auditors will be put to the Annual General Meeting

In so far as the Trustees are aware:

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

In addition to this year's Trustees Report, an Annual Review has been produced 'Wellbeing for All'.

The Trustees approve this report for the year ended 31st March 2022 in their capacity as company directors and the Trustees' report on 28th September 2022.

Approved on behalf
of the Board of Trustees

A handwritten signature in black ink, appearing to read 'D. Stanhope', is written over a horizontal line.

David Stanhope
Chair



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ONE FYLDE

Opinion

We have audited the financial statements of One Fylde (limited by guarantee) (the 'charitable company') for the year ended 31st March 2022 which comprise the Statement of Financial Activities, the Statement of Financial Position (Balance Sheet), Statement of Cashflows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2022 and of its incoming resources and application of resources, including 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.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 charitable company's ability to continue as a going concern for the 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. The other information comprises the information included in the annual report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ONE FYLDE– continued

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 the other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; 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; or
- the trustees were not entitled to take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report to the Trustees.

Responsibilities of Trustees

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

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

Our 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 a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of



irregularities, including fraud. The event to which our procedures are capable of detecting irregularities, including fraud is detailed below.

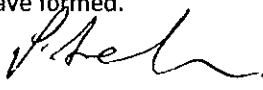
- We obtained an understanding of the legal and regulatory frameworks applicable to the charitable company and the sector in which they operate. We determined that the following laws and regulations were most significant: the Charities SORP (FRS 102), the Companies Act 2006, Employment regulation and Health and safety legislation.
- We obtained an understanding of how the charitable company is complying with those legal and regulatory frameworks by making inquiries to the management.
- We assessed the susceptibility of the charitable company's financial statements to material misstatement including how fraud might occur. Audit procedures performed by the audit engagement team included:
 - o Identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud;
 - o Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
 - o Challenging assumptions and judgements made by management in its significant accounting estimates;
 - o Identifying and testing journal entries; in particular any journal entries posted with unusual combinations;
 - o Reviewing material variation from our expectations in the income, expenses and balances, and
 - o Assessing the extent of compliance with the relevant laws and regulations.

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

A further description of our responsibilities for the audit of the financial statement is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

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

P Buck ACA, DChA (Senior Statutory Auditor) 
for and on behalf of Champion Accountants LLP
7-9 Station Road
Hesketh Bank
Preston
Lancashire
PR4 6SN

Date: 28/09/2022



Statement of Financial Activities (including Income and expenditure account)
for the year ended 31 March 2022

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total Funds 2022 £	Total funds 2021 £
Income:					
Donations		6,483	-	6,483	2,283
Charitable activities:					
Social care contracts		10,534,158	-	10,534,158	10,346,107
Property Income		988,269	-	988,269	900,180
Other Income		492,556	-	492,556	338,095
Total Incoming resources		12,021,466	0	12,021,466	11,586,665
Expenditure:					
Charitable activities	2				
Provision of social care		10,844,564	8,682	10,853,246	10,202,618
Landlord costs		854,495	-	854,495	1,013,390
Total expenditure		11,699,059	8,682	11,707,741	11,216,008
Gains/(losses) on revaluation of Investments		1,330	-	1,330	2,417
Net income		323,737	(8,682)	315,055	373,074
Net transfer between funds		8,634	(8,634)	-	-
Unrealised gain on fixed asset revaluation		667,647	-	667,647	918,178
Net movement in funds		1,000,018	(17,316)	982,702	1,291,252
Reconciliation of funds					
Total funds brought forward		6,571,180	97,973	6,669,153	5,377,901
Total funds carried forward		7,571,198	80,657	7,651,855	6,669,153

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derives from continuing activities.



Balance Sheet as at 31 March 2022

	Note	2022 £	2021 £
Fixed assets:			
Tangible assets	8	6,980,834	6,433,305
Investments	9	11,871	10,541
Total fixed assets		6,992,705	6,443,846
Current Assets:			
Debtors	10	843,655	1,022,597
Cash at bank and in hand		2,339,660	1,990,150
Total current assets		3,183,315	3,012,747
Liabilities:			
Creditors: Amounts falling due within one year	11	1,724,210	1,668,578
Net current assets		1,459,105	1,344,169
Total assets less current liabilities		8,451,810	7,788,015
Creditors: Amounts falling due after more than one year	12	666,058	800,590
Provisions for liabilities	13	133,897	318,272
Total net assets		7,651,855	6,669,153
The funds of the charity:	16		
Restricted funds		80,657	97,973
Unrestricted Income funds		1,242,361	1,330,986
Designated - revaluation reserve		2,861,921	2,192,944
Designated - unrestricted net fixed assets fund		3,030,916	3,047,250
Designated - property investment fund		436,000	-
Total charity funds		7,651,855	6,669,153

The notes on pages 18 to 27 form part of these accounts
 Approved and authorised for issue by the trustees on 28th September 2022
 Signed on behalf of the Trustees

David Stanhope
 Chair



**Statement of cash flows
for the year ended 31 March 2022**

	2022	2021
Note	£	£
Cash flows from operating activities:		
Net cash provided by operating activities	553,119	1,020,771
Cash flows from investing activities:		
Purchase of tangible fixed assets	(105,351)	(96,589)
Proceeds from sale of fixed assets	42,304	179,686
Net cash provided by investing activities	(63,047)	83,097
Cash flows from financing activities:		
Repayments of borrowing	(140,562)	(89,598)
Bank loan	-	50,000
Net cash provided by financing activities	(140,562)	(39,598)
Change in cash and cash equivalents in the year	349,510	1,064,270
Cash and cash equivalents at the beginning of the year	1,990,150	925,880
Total cash and cash equivalents at the end of the year	2,339,660	1,990,150
Reconciliation of net income to net cash flow from operating activities		
Net movement in funds	982,702	1,291,252
Adjustments for:		
Depreciation	204,111	193,068
(Profit)/loss on disposal of fixed assets	(20,946)	4,094
Revaluation of properties (unrealised)	(667,647)	(918,178)
(Gain) on investments (unrealised)	(1,330)	(2,417)
(Increase)/decrease in debtors	178,942	44,370
Increase/(decrease) in creditors	61,662	205,970
Increase/(decrease) in provisions	(184,375)	202,612
Net cash provided by operating activities	553,119	1,020,771



Notes to the accounts

The Charity is a registered Charity and a charitable company limited by guarantee and is incorporated in the UK.

1. Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of accounting

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

One Fylde meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost unless otherwise stated in the relevant accounting policy.

Preparation of accounts on a going concern basis

The Charity continues to hold cash reserves at the higher end of the cash reserves policy of between £500,000 and £1,000,000 in the period since the balance sheet date. Projected cash flow forecasts for the next 12 months indicate that this will continue to be the case. On this basis the Charity is a going concern.

Income

Income from funding bodies and clients are accounted for when the Charity is entitled to the funds on an accruals basis. Income from rents are accrued on a straight line basis over the length of the tenancy. Donations are accounted for as received by the Charity.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the Charity. Restricted funds are donations which the donor has specified are to be used solely for a particular purpose.

Expenditure and irrecoverable VAT

Expenditure is recognised on an accruals basis as a liability is incurred. Value added tax is not recoverable by the Charity, and as such is included in the relevant costs.

Expenditure on charitable activities comprises those costs incurred by the Charity in the delivery of its activities and services to beneficiaries. It includes both costs that can be allocated directly to such activities and their associated support costs.

Allocation of support costs

Support costs are those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include back office costs, finance, human resources and governance costs which support the Charity's activities. These costs are apportioned between activities on the basis of income generated.

Operating Leases

Rental charges are charged to the SoFA on a straight line basis over the life of the lease.



Tangible fixed assets

Fixed assets, other than properties, are stated at purchase price, less depreciation and amounts written off. Properties are stated at their market value. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life:

Freehold and leasehold property	2% on cost/revalued amount
Improvements to leasehold property	straight line over the period of the lease
Fixtures and fittings	25% reducing balance method
Office equipment	25% reducing balance method
Motor vehicles	25% reducing balance method
Furnishings	20% reducing balance method

Individual expenditure below £100 is not capitalised.

No depreciation is provided on freehold and long leasehold land.

Properties are revalued externally by a professional chartered surveyor every five years and internally in the intervening years. Internal valuations are carried out using published data on the changes in property prices in the appropriate postcode areas.

Investments

Investments are included at market value at the balance sheet date and the gain or loss is transferred to the SoFA.

Debtors

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

Cash at bank and in hand

Cash at bank and cash in hand includes cash and bank accounts with immediate access.

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 in settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Deferred income

Where income received for social care contracts remains unspent at the end of the financial year this is carried forward as deferred income (balance sheet creditors) to be utilised for the benefit of the people we support in future periods. If any money remains unspent after one year these are released to income on the statement of financial activities.

Lease payments received in advance are released to the SOFA over the length of the lease.

Financial instruments

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



Pensions

The Charity operates three money purchase defined contribution pension schemes. Contributions are charged in the Statement of Financial Activities as they become payable in accordance with the scheme.

2. Analysis of expenditure on charitable activities

	Provision of social care £	Housing costs £	2022 Total £	2021 Total £
Direct staffing costs	8,910,800	48,870	8,959,670	8,301,439
Staff training and recruitment	200,793	-	200,793	147,371
Activity costs	25,601	-	25,601	20,562
Operational other costs	134,049	-	134,049	169,700
Property rental and mortgage costs	-	371,883	371,883	318,462
Council tax and utility costs	-	24,933	24,933	21,507
Property maintenance costs	-	135,852	135,852	277,048
Insurance	47,213	9,194	56,407	47,460
Depreciation	96,321	93,076	189,397	182,544
Other property costs	-	42,653	42,653	31,658
Bad debt provision	-	-	0	22,918
Fleet & travel	42,156	-	42,156	29,803
Miscellaneous costs	18,452	-	18,452	16,904
Marketing, communications & engagement	13,122	-	13,122	7,455
Support costs	1,327,680	124,557	1,452,237	1,568,875
Governance costs	37,059	3,477	40,536	52,302
	10,853,246	854,495	11,707,741	11,216,008

3. Summary analysis of expenditure and related income for charitable activities

	Provision of social care £	Housing costs £	2022 Total £	2021 Total £
Costs	(10,853,246)	(854,495)	(11,707,741)	(11,216,008)
Care Contract Income	10,534,158	-	10,534,158	10,346,107
Rents	-	988,269	988,269	900,180
Other Income	492,556	-	492,556	338,095
Net contribution to charitable funds	173,468	133,774	307,242	368,374



4. Analysis of governance and support costs

	Support costs £	Governance costs £	2022 Total £	2021 Total £
Payroll and related costs	942,140	30,036	972,176	1,055,945
Office costs	442,590	-	442,590	508,281
Audit fees	-	10,500	10,500	23,100
Legal and professional fees	67,507		67,507	33,851
	1,452,237	40,536	1,492,773	1,621,177

5. Net income/expenditure for the year

	2022 £	2021 £
This is stated after charging:		
Depreciation of tangible fixed assets	204,111	193,608
(Profit)/Loss on disposal of fixed assets	(20,946)	4,094
Audit fee -for year	12,600	23,100
-overprovision in previous year	(2,100)	-
Interest payable on bank loans & mortgages	17,931	19,246
Operating leases - equipment	2,124	4,280
Property rents	359,532	305,210
	=====	=====

6. Analysis of staff costs, Trustees remuneration and expenses, and the cost of key management personnel

	2022 £	2021 £
Wages and salaries	8,291,783	8,226,140
Social security costs	692,981	668,662
Pension costs	252,002	268,287
	-----	-----
	9,236,766	9,163,089
	=====	=====

Included In reorganisation costs are redundancy, and ex gratia payments of £43,699, relating to two people.

Number of employees whose total employee benefits is in excess of £60,000 (including pension payments and ex gratia payments) is as follows:

	2022	2021
£60,000-£69,999	2	-
£70,000-£79,999	-	2
£80,000-£89,999	-	-
£90,000-£99,999	-	-
£100,000-£110,000	1	1



The Charity Trustees were not paid nor did they receive any other benefits from employment with the Charity during the year (2021: nil). Trustee expenses paid during the year were £nil (2021: nil).

The key management personnel of the Charity comprise the Chief Executive Officer, Head of Care, Head of Staff Services, and Head of Corporate Services. The total employee remuneration of the key management personnel of the Charity was £355,845. (2021: £404,991).

7. Staff Numbers

The average headcount in the year was 376 (2021: 406). Full time equivalent 307 (2021: 323)

8. Tangible fixed assets

	Freehold Land and Buildings £	Long Leasehold Land and Buildings £	Leasehold Imp'ments £	Fixtures, Fittings, Furnishings Equipment and Motor Vehicles £	Total £
Cost/ valuation					
As at 1 April 2021	2,929,950	3,065,000	9,430	1,856,443	7,860,823
Additions	-	-	-	105,351	105,351
Disposals	(20,000)	-	-	(2,355)	(22,355)
Revaluation	290,995	292,950	-	-	583,945
As at 31 March 2022	3,200,945	3,357,950	9,430	1,959,439	8,527,764
Depreciation					
As at 1 April 2021	-	-	5,024	1,422,494	1,427,518
Charge for the year	41,103	42,599	489	119,920	204,111
On disposals	-	-	-	(997)	(997)
Transfer to revaluation reserve	(41,103)	(42,599)	-	-	(83,702)
As at 31 March 2022	-	-	5,513	1,541,417	1,546,930
Net book value					
As at 31 March 2022	3,200,945	3,357,950	3,917	418,022	6,980,834
As at 1 April 2021	2,929,950	3,065,000	4,046	433,949	6,433,305

The cost or valuation of freehold buildings and long leasehold buildings, on which depreciation is charged, amounted to £ 4,585,684. The carrying amount of freehold land and buildings and long leasehold land and buildings are considered to be at the open market value. A internal valuation, of these assets, was carried out at the year end. The freehold land and buildings and long leasehold land and buildings were revalued at £3,200,945 and £3,357,950 respectively at that time.

The historical cost of freehold land and building less accumulated depreciation was £ 1,724,874, as at 31 March 2022. The historical cost of long leasehold land and building less accumulated depreciation was £1,991,406 as at 31 March 2022.



9. Fixed assets investments

Investments held in the UK primarily to provide an investment return

	2022	2021
	£	£
At valuation		
At 1 April 2021	10,541	8,124
Unrealised gain/(loss) on investments	1,330	2,417
	-----	-----
At 31 March 2022	11,871	10,541
	=====	=====
	Nominal	
	value	Cost
	£	£
		Valuation
		£
40 Charifund accumulation units	2,812	2,812
	=====	=====

10. Debtors

	2022	2021
	£	£
Amounts due within one year:		
Trade debtors	679,314	887,922
Other debtors	27,284	14,351
Prepayments and accrued income	137,057	120,324
	-----	-----
	843,655	1,022,597
	=====	=====

11. Creditors (amounts falling due within one year)

	2022	2021
	£	£
Trade creditors	317,759	462,199
Social security and other taxes	181,307	206,008
Mortgages (secured)	88,710	90,574
Bank loan	-	4,166
Deferred income	521,922	450,019
Accruals	538,640	393,597
Other creditors	75,872	62,015
	-----	-----
	1,724,210	1,668,578
	=====	=====



12. Creditors (amounts falling due after more than one year and payable by instalments)

	2022	2021
	£	£
Mortgages (due within 1-2 years)	88,710	90,574
Mortgages (due within 2-5 years)	354,838	362,294
Mortgages (due after 5 years)	222,510	301,888
Bank loan (due within 1-2 years)	-	10,000
Bank loan (due within 2-5 years)	-	35,834
	666,058	800,590
	=====	=====

The mortgages are secured against the freehold and long leasehold properties. The proportion of the liability to the value of the assets charged is 18% (2021: 22%). The interest rate charged on the mortgages was between 1.75% and 2.65% above base rate. The bank loan was repaid after the year end.

13. Provision for liabilities

As a result of the merger the charity has acquired several onerous contracts for IT and office equipment.

	2022	2021
	£	£
Balance as at 1 April 2021	318,272	115,660
Released in the year	(184,375)	(44,718)
Provision for additional costs	-	247,330
	133,897	318,272
	=====	=====

14. Deferred Income

	2022	2021
	£	£
Balance as at 1 April 2021	450,019	399,703
Amount released to income earned from charitable activities	(293,252)	(232,876)
Amount deferred in year	365,155	283,192
	521,922	450,019
	=====	=====



15. Obligations under operating leases

As at 31 March 2022, the Charity had future minimum lease payments under non-cancellable operating leases for each of the following periods:

	2022 £	2021 £
Equipment		
Payments due		
- within one year	33,190	35,085
- between one and five years	20,409	53,600
	-----	-----
	53,599	88,685
	=====	=====
Land and buildings		
Payments due		
- within one year	318,700	258,991
- between one and five years	1,073,454	905,671
- more than five years	867,014	522,455
	-----	-----
	2,259,168	1,687,117
	=====	=====

The Charity aims to secure long leases (between 5 and 15 years) on its leased residential properties in order that tenants can have greater security of tenure and the costs to the Charity are minimised.

16. Movement in funds

	Balance at 1 April 2021	Incoming resources	Resources expended	Transfers between funds	Funds at 31 March 2022
	£	£	£	£	£
Unrestricted funds					
General Fund	1,330,986	12,021,466	(11,699,059)	(411,032)	1,242,361
Designated revaluation fund	2,192,944	668,977			2,861,921
Designated - unrestricted net asset funds	3,047,250	-	-	(16,334)	3,030,916
Designated - property investment fund				436,000	436,000
Restricted funds	97,973		(8,682)	(8,634)	80,657
Total	6,669,153	12,690,443	(11,707,741)	-	7,651,855



Name of unrestricted fund -	description, nature and purpose of the fund
General fund	The "free reserves" after allowing for all designated funds.
Designated funds:	The designated revaluation fund is the difference between the cost or valuation of properties and investments when first recognised, less any depreciation and its subsequent revalued amount. The designated net assets fund consists of the net book value of fixed assets as shown on the balance sheet, less the balance on loans due after more than one year and the revaluation reserve element noted above. The trustees took the decision to create a designated fund for a specific future project. This specific project is an investment in properties owned by the charity to improve their condition. The amount allocated to the designated funds is taken from the independent surveyor's report.

	Balance at 1 April 2021	Net movement	Funds at 31 March 2022
Unrestricted funds			
General Fund	1,330,986	(88,625)	1,242,361
Designated revaluation fund	2,192,944	668,977	2,861,921
Designated - unrestricted net asset funds	3,047,250	(16,334)	3,030,916
Designated - property investment fund		436,000	436,000
	6,571,180	1,000,018	7,571,198
Restricted Funds			
Transferred from OHT			
Dementia Service	38,775	(653)	38,122
Head office refurbishment	34,700	(16,663)	18,037
Childrens Service	5,475		5,475
Sensory Room	5,592		5,592
Other	13,431		13,431
	97,973	(17,316)	80,657
TOTAL FUNDS	6,669,153	982,702	7,651,855



17. Financial Instruments

Financial instruments measured at amortised cost comprise mortgages provided by The Royal Bank of Scotland

	2022 £	2021 £
Mortgages (due within one year)	88,710	90,574
Mortgages (due within 1-2 years)	88,710	90,574
Mortgages (due within 2-5 years)	354,838	362,294
Mortgages (due after 5 years)	222,510	301,888
	754,768	845,330
	=====	=====

18. Related Party Transactions

No trustee or other person related to the Charity had any personal interest in any contract or transaction entered into by the Charity during the year. (2021: nil).

19. Funds held on behalf of People we Support

	2022 £	2021 £
Balance brought forward	79,871	79,582
Movement in year	(9,895)	289
Balances at the end of the year	69,976	79,871
	=====	=====

The charity acts as agents in relation to these monies. The income/expenditure and balances are not included in the financial statements.

20. Legal status of the Charity

One Fylde is a company limited by guarantee and has no share capital. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

No tax charges have arisen in the Charity.

21. Taxation

As a Charity, One Fylde is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992, to the extent that these are applied to its charitable objects

One Fylde Limited

England & Wales - Charity number 1045039

Accounts



One Fylde
a Company Limited by Guarantee

Report and financial statements
for the year ended 31 March 2021

Charity number: 1045039
Company number: 3017303



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Report of the Trustees for the year ended 31 March 2021

The Trustees, who are also directors of the Charity for the purposes of the Companies Act, present their report and audited financial statements for the year ended 31 March 2021.

Purposes and Aims

The Charity's purposes as set out in the objects contained in the company's memorandum of association are to advance the education and promote the welfare of persons with learning disabilities, particularly, but not exclusively, by the provision of residential housing and learning centres in community areas, so as to enable such persons to develop mental, physical and spiritual capacities, that they may realise their full potential as individuals and members of society and that their condition of life may be improved.

The focus of our work

The Charity's mission statement, updated and approved by the Board in April 2010 reads:

One Fylde is a locally focussed, independent, community led charitable provider of support and housing to people with learning disabilities.

Its reason for existing is: To be a leader in innovation (trying new things) inclusiveness (involving everyone) and transparency (being open and honest.)

Everyone who is part of One Fylde therefore strives:

- To make available responsive (to what people want), flexible (because people change) and affordable (because money is limited) services for people who need them and by doing so, support individuals
- To overcome challenges and so live the best life they can have,
- To push past low expectations and so achieve everything which is possible, and
- To balance taking risk with staying safe and so have rich experiences
- To make available suitable housing which meets peoples' individual needs in the right place at the right cost using a variety of partnerships and by doing so enable individuals
- To have a home which is safe and happy
- To exercise real choice over their home environment
- To live where they want, with whom they want for as long as they want to

Strategic report

Over this last 12 months, One Fylde has continued to work through the Covid-19 pandemic and has ensured the people we support, staff, families and friends have been supported and updated throughout. Whilst continuing to manage the day to day operations through the pandemic, the Leadership team ensured we continued to drive forward the changes required as outlined in the One Fylde Plan.

The main objectives of the plan were to focus on the following areas:

Objective 1

Operational Excellence - to ensure that every aspect of our service is delivered right first time, every time. This will be achieved by integrating all our systems (which will take time to transition), consolidating our processes and developing a consistent 'One Fylde Way' of behaving, working and being.

Achieving this will require the most focussed of organisational structures, as well as robust financial control and reporting systems for our needs at every level, including the Board of Trustees and Leadership Team.



This involved recruiting new trustees following a skills gap analysis, 7 new trustees were recruited from a variety of backgrounds such as Finance; Health; Social Care; and Housing. One of the 7 new trustees is a person One Fylde supports. This has ensured One Fylde now have a highly skilled and experienced Board of Trustees to support One Fylde on its journey.

A full review of the Operational structure was completed and all Operational Management posts realigned from Team Leaders to Heads of Support. This resulted in a clear structure across One Fylde with consistent titles, job descriptions and contracts of employment.

Work on a One Fylde rota system started in 2020 with a phased implementation of some Supported Living houses, followed by Homecare and Activities, with the remaining Supported Living houses due to be moved in June 2021.

One Fylde's Administration Team was reviewed to ensure a fit for purpose administration function was in place to support the organisation.

During Covid, processes were put in place to ensure all staff in homecare and the houses had all the relevant equipment required as per Government guidance. Office staff were also equipped and risk assessed to work at home as required. Throughout the pandemic, the logistical arrangements for the delivery of Personal Protective Equipment was overseen by the Administration Team and all staff at all times had enough resources.

A clear system for PCR testing and reporting for all staff and people we support have been in place as identified through the local councils and national guidance.

A clear and supportive process was put into place, to respond to outbreaks of Covid-19, within properties, supporting the people we support and the staff team, to deal with self-isolation, in terms of the impact both physically and emotionally.

Throughout the pandemic, a clear process for communication was in place. This involved daily meetings, Frequently Asked Questions, videos from the Chief Executive, in-depth risk assessments and Business Continuity Planning at all levels.

There has been a focus on culture and leadership, with a new leadership development programme, Leading in the One Fylde Way, implemented for all Leaders, within the organisation.

The focus on leadership culture includes promoting wellbeing for all, with the commissioning of a wellbeing survey and a commitment to developing a wellbeing strategy.

A new Quality Assurance Framework was developed, known as the One Fylde Quality Way, a more inclusive and responsive way of demonstrating our compliance and our commitment to both understanding and enabling the outcomes that are important to the people we support. A series of events, working together for change, were facilitated, to identify what really matters to the people we support, in relation to their personal outcomes, what it means to have my own front door and activities, volunteering and employment opportunities.



Post-merger integration continues although due to Covid, some of the integration of the new systems has been delayed. This includes the quality audit function of the quality assurance framework.

Objective 2

Integrate both Finance and HR Systems - to move towards a single HR and Finance information system. This is a key element for the Executive Team to provide the Trustees and external bodies with the necessary assurance and meaningful management reporting.

Management reporting and data collation remains an area for improvement, through the pandemic, priority areas were considered such as collecting data on Covid statistics re: testing, sickness, staffing levels, recruitment vacancies and more recently, vaccination status.

There will be a drive towards harnessing the systems in place, to achieve a single repository of evidence, that identifies live, dynamic and meaningful key performance indicators, that are considered of high value, to the people we support, our staff, our leaders and our Trustees

My Learning Cloud (MLC) an on-line, integrated learning platform was rolled out to all staff in February 2020. This ensured One Fylde could continue to provide learning both from a mandatory and developmental perspective for all staff through the pandemic.

There is a review of our current recruitment and Induction process, to continue to support person centred recruitment, to improve both our recruitment and retention of our staff.

Objective 3

Identify Opportunities for Growth - as we begin to achieve the objective of operational excellence, One Fylde will become an increasingly attractive provider of services both to existing service users and others. We want to be open to appropriate opportunities, but not overly opportunistic.

During this financial year, One Fylde has continued to support over 300 people with learning disabilities in supported living and homecare. Previous traditional activity support provided by One Fylde had to be re-invented in the pandemic. This gave the opportunity to form innovative ideas such as the Recycling Team continue to work with smaller numbers in a safe environment. One of the Team Leaders who was shielding throughout the pandemic, started a weekly podcast. This has continued to develop and grow and now has international listeners and team of over 8 people we support who now run and produce the radio shows.

One Fylde supported the commission of two new properties; one large bungalow and seven refurbished apartments. This increased the number of people we support by ten. The apartments were part of a planned joint approach with Lancashire County Council and a private property developer. This ensured seven people One Fylde currently supported, moved from shared support to having their own front door and increasing their independence.

We have submitted an ambitious development plan, to our main commissioner, Lancashire County Council, as part of our contractual obligations. The development plan is both visionary and ambitious and has been well received by the County Council. It includes a clear commitment to respond to rising demand for more innovative and person-centred accommodation and support arrangements, particularly for people who need to live on their own.



Objective 4

Develop 'Landlord' Strategy - One Fylde is both a service provider through shared facilities and a landlord in relation to the ownership and maintenance of some properties occupied by Service Users.

A thorough examination of the opportunities and challenges offered by the current position and the variety of options for the future is required before any meaningful decisions can be taken. It is most likely that external expertise will be sought in supporting this objective.

Unfortunately, due to the pandemic, Objective 4 was put on hold until 2021/2022.

Achievements and Performance

During 2020-21, the annual management objectives were focussed on the following areas

Objective 1 Operational excellence

Objective 2 Integration of both the Finance and the HR Systems

Objective 3 Identification of opportunities for growth

Objective 4 Development of a 'Landlord' Strategy

Managing to continue to provide a service throughout the Covid-19 pandemic

The main focus in 2020/21 was to ensure safety was paramount throughout the Covid-19 pandemic.

Measuring Performance

In March 2020, as we are all aware, a Pandemic was declared across the world. One Fylde joined the fight with courage and determination, with all staff continuing to go above and beyond to support people with Learning Disabilities across the Fylde Coast.

Homecare was reduced to critical support only and all activities staff redeployed to Supported Living services. Staff, who were considered Extremely Clinically Vulnerable, were supported to be placed on shielding to ensure their safety.

All office-based staff were sent home to work with the equipment they needed to continue to be productive in their work.

Daily meetings with the operational staff were held on teams and a family what's app group set up to communicate with families. A full team leader meeting was held monthly with over 50 managers on teams. Statistics were collated on a daily basis and reviewed by the Director of Operations and Quality lead.

The key indicators for One Fylde remained focused on safety and resource management of staff and PPE particularly.

A new Quality Assurance Framework has been developed, known as the One Fylde Quality Way, a more inclusive and responsive way of demonstrating our compliance and our commitment to both understanding and enabling the outcomes that are important to the people we support.

A series of events, working together for change, were facilitated, to identify what really matters to the people we support, in relation to having their own front door, which will inform our future landlord strategy.



Financial Review

As required by the Charities Commission Statement of Recommended Practice (SORP) for larger charities, the accounts for this year have again been cast in terms of the activities; firstly, of social care provision and secondly of housing.

The year was extremely challenging as a result of the COVID 19 pandemic. However, due to the support of our commissioners by uplifting rates (over and above annual cost of living increases) and /or providing funding for exceptional COVID 19 related costs, income generated by social care increased the turnover of the charity by £729,424. Contribution generated from social care was £481,584 (2020 loss of £205,111) for the year. The Charity's housing activity continues to provide revenue support of £900,180 (2020 £874,916) however increased property costs resulted in a loss of contribution of £113,210 (2020: £73,375 surplus). Overall, a surplus after donations, revaluations and exceptional costs lead to a net increase in funds of £1,291,252 (2020: £2,508,402).

Prudent budgetary control over this last year and the inability to spend money on services such as building contractors, has resulted in the surplus clearly identified in the accounts. This has been achieved with minimal impact on support service provision throughout the pandemic.

A decision was made to sell a property in St Anne's as it no longer met the needs of the people we support. It was sold for £178,856 resulting in a loss of £4,924.

In the context of these increases, the Trustees are satisfied that the Charity has managed its affairs during the year in a prudent manner and that the financial health of the Charity is sound.

Plans for Future Periods

The plans for the next period of reporting is to move towards business as usual and living with Covid-19. This will involve the following:

- Review of the One Fylde Plan
- A move to One pay date for all
- A shift in culture – Empathic Leadership
- One finance system (Opera)
- Implementation of a new Accident/Incident and audit system
- Roll-out of The One Fylde Quality Way including Working Together for Change sessions
- Planned programme of Leadership development for all Managers – Leading in the One Fylde Way
- Strategic review of housing
- Identification of central offices for One Fylde
- Established an Employee Voice group of representatives
- Review of One Fylde's fleet of vehicles
- Developing a wellbeing for all strategy

Fundraising Policy

The Charity generates minimal income by fundraising. Fundraising activity is mainly via online giving and the Charity does not engage the services of fundraising consultants.



As part of the Trustee's Strategy Day, an action was taken to develop a fundraising strategy for One Fylde.

Investment Policy

The Charity maintains its banking with a reputable and established Clearing Bank, keeping cash in an interest-bearing account wherever possible.

Subject to the requirements of the Charity's Investment Policy, cash not required for the maintenance of reserves, is invested for the benefit of the Charity's beneficiaries, having regard to a balance of security and return as follows. Any investments purchased are those recommended by a qualified IFA (Independent Financial Advisor) whose opinion is recorded in the minutes of the Charity. The Trustees note, however, that it is they who are wholly responsible for the decision to purchase an investment.

All acquisitions and disposals of investments are actioned only after the board has so decided. In general, and subject to changing conditions, the Trustees recognise the wisdom of balancing investments between those based on securities or bonds and those based on equities, and endeavour to minimise risk whilst maximising return by spreading investments between these types.

The Trustees recognise that investments which depend on the performance of the markets must be treated as long term (i.e. able to remain invested for five years or more) and will seek to avoid placing cash in investments if there are foreseeable circumstances in which it would be required earlier than this. During the year the return on the Charity's fixed asset investments was 29.75% (2020: -18%).

Reserves Policy

One Fylde is required to hold reserves in order to achieve its charitable aims. In particular, as a Charity which owns property, fixed asset reserves are held in order to provide a quality and security of accommodation to the people we support which would not otherwise be achievable. Reserves of cash are also held in order to allow the Charity to continue operations when streams of funding reduce following, for example the death or departure of people we support.

Notwithstanding working properties or other investments held, the Trustees' policy is to hold reserves of cash sufficient to allow a flexible and timely response to any urgent requirement for a package of care and accommodation similar to those currently operating – this is represented by the unrestricted general fund.

The Trustees therefore consider it both prudent and realistic to have general funds of between £900,000 and £1,800,000 (representing 1-2 months running costs) - within which should be cash balances of between £500,000 and £1,000,000, ideally. The Trustees, through their Finance Sub-Committee and otherwise, will keep the level of reserves under review and take steps to keep any available funds surplus to the reserve range outlined above fully invested in line with the Charity's investments policy. They will also seek to ensure, through management, that no decisions of the Charity allow the general fund to drop below the levels described above considering the options for sustaining reserves in good time. As at 31 March 2021, the Charity's general funds amounted to £1,330,986 (including cash balances of £1,990,150). This balance is after separating designated funds which represent net fixed assets (long term assets held as property, less mortgage balances due after more than one year in connection with those properties) and the revaluation reserve which also forms part of the net long term property total.

Going concern

Whilst the reserves held are within the target area, the Trustees are mindful that cash balances are higher than required. However, as the changes in the way commissioners pay organisations in the future are



expected to have an adverse impact on cash flow, the Trustees believe a higher cash balance is appropriate at this time.

The Accounts are prepared on a going concern basis, which the Trustees consider to be appropriate having considered the foreseeable future. The Charity holds reserves which are sufficiently in line with its reserves policy.

Structure, governance and management

The Charity is Registered Charity number 1045039 and a charitable company limited by guarantee and was incorporated at Companies House in February 1995 as Company Number 3017303, having operated as an unincorporated Charity since 1985. It is governed by a memorandum and articles of association which was last amended on 20 March 2019. In the event of the company being wound up, members are required to contribute an amount not exceeding £10.

The board of Trustees, of whom there may be an unlimited number, are appointed at the Annual General Meeting for a three-year period under the procedure described in Section 27-38 of the Articles of Association and may be deemed disqualified or removed from office as described in Section 39 of the Articles. The Trustees meet six times a year and at other times as required.

All members of the Board give their time voluntarily and receive no benefits from the Charity. Any expenses reclaimed from the Charity are set out in note 6 to the accounts.

Salaries paid to senior managers are set at a level which the Trustees consider to be competitive and are reviewed from time to time with reference to comparable roles in similar organisations.

The current Trustees are already familiar with the practical work of the Charity. New Trustees are given an induction pack consisting of various Charity Commission publications giving guidance to Trustees, along with the memorandum and articles and latest financial statements of the Charity. There is an ongoing programme of in-service training for Trustees which has included sessions on the Role of the Trustee, the commissioning climate and similar subjects.

Employment Policy

One Fyde aims to ensure that no employee or candidate is subject to unlawful discrimination, either directly or indirectly, on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including ethnic or national origins, colour and nationality), religion or belief (including lack of belief), or sex and sexual orientation. This commitment applies to all aspects of employment, including:

- recruitment and selection, including advertisements, job descriptions, interview and selection procedures
- training
- promotion and career development opportunities
- terms and conditions of employment, and access to employment related benefits and facilities
- grievance handling and the application of disciplinary procedures, and
- selection for redundancy

The Organisation recognises the benefits of having a diverse workforce and will take steps to ensure that:

- everyone receives equality of treatment in recruitment and employment
- job applicants are not asked for medical information before a job offer is made; that is unless there are lawful reasons to ask for medical information which include; complying with disability discrimination law when making interview arrangements and a genuine, job related reason
- additional protection from discrimination is given to job applicants with a disability, and those with a family history of illness
- it reasonably endeavours to recruit from the widest pool of qualified candidates possible
- employment opportunities are open and accessible to all on the basis of merit
- where appropriate, positive action may be taken to attract applications from all sections of society and especially from those groups which are underrepresented in the workforce
- selection criteria and processes do not discriminate unjustifiably on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including ethnic or national origins, colour and nationality), religion or belief (including lack of belief), sex and sexual orientation, other than in those instances where the organisation is exercising lawfully permitted positive action

Trustees attend events and are accessible for staff to engage with by listening to their views and opinions and feeding back to the Executive team.

Risk Management

The management and mitigation of risk to individuals' safety is central to the planning, delivery and monitoring of services. Staff are trained in risk assessment and focus on balancing reasonable risk alongside responsibility for safeguarding in every aspect of their work. Safeguarding and whistleblowing policies are in place and function to gain information about any risk at an early stage so that appropriate interventions can be considered. All safeguarding matters are reported to and scrutinised by the Board.

The Charity uses the services of Radar Law and Health and Safety consultancy to reduce the risk of liability for employment and safety related issues. This service fosters the development of positive and appropriate management practice and also provides insurance backed indemnity for preparation, representation and certain awards at Employment Tribunals and Health and Safety Tribunals.

Financial risk is managed through the appointment of professionally qualified managers, scrutiny of a corporate risk register, interim financial statements and internal audit procedures, but also through clear communication between Trustees and management about the financial and regulatory position in relation to current and proposed activities.

Organisational Structure

The **Board of Management** is the decision-making body which runs One Fylde. It and its subcommittees consist of volunteers who carry legal responsibility for the affairs of the organisation. Members of the Board are registered as directors of the Company Limited by Guarantee at Companies House, and also as Charitable Trustees with the Charities Commission. The Board gives guidance and direction to management, sets policy, and monitors financial matters. Trustees participate in the recruitment of senior staff and in hearing disciplinary appeals against decisions of senior management.

During the year under review, the **Leadership Team** is comprised of senior Executive — Chief Executive, Director of Human Resources, Director of Finance and Corporate Services and a Director of Operations and



Quality. Meeting weekly, the Leadership Team dealt with day to day management matters, monitored quality of service, communicated decisions of the Board, monitored financial matters etc. Membership of Leadership Team is ex officio, arising from appointment to one of the senior management positions.

Pay is reviewed for key management posts in line with external benchmarking and criteria will be set going forward to manage any reviews.

The **Senior Management Team (SMT)** Meeting takes place every six weeks and exists to promote good communication between staff and management, advocate for staff and service user concerns and pass matters for decision up to the Leadership Team and Board

Staff Meetings—Supported Living, Homecare, Activities or Office, are for discussion and communication of everyday operational matters.

The **Quality Group** is a sub group to the Board which monitors the quality of service being delivered.

Associated organisations

The Charity is affiliated to:

The Lancashire Learning Disability Consortium

The National Council for Voluntary Organisations

Association of Chief Executives of Voluntary Organisations

Reference and Administrative Information

Charity name: One Fylde

Registered Charity number: 1045039

Registered company number: 3017303

Principal address/ registered office:

19 Church Road

Lytham St Anne's

FY8 5LH

Trustees serving during and/or in post at the date of these accounts

Ian Douglas Everard (appointed 8th May 2019 resigned 21st October 2020)

Katharine Wykes (resigned 27th April 2020)

Freda Mary Gwilliam (appointed 8th May 2019 resigned 31st May 2020)

Katherine Angela White (appointed 8th May 2019 resigned 18th November 2020)

Anthony John Christopher Winter (appointed 8th May 2019 resigned 18th November 2020)

Angela Rosemary Jacques (appointed 8th May 2019)

Susan Delirdre Sharples (appointed 8th May 2019)

Teresa Jane Jennings (appointed 1st June 2020)

Angela Boyle (appointed 1st June 2020)

Elizabeth Andrea Walker (appointed 1 June 2020 resigned 10 Dec 2020)

Leslie Paul (appointed 1st June 2020 resigned 9th September 2021)

Elizabeth Joyce Winkfield (appointed 1st June 2020)

David Stanhope (appointed 20th January 2021) Chair

Vanessa Harris (appointed 24th March 2021)

Gemma Grace Rothery (appointed 24th March 2021)

Sharon Mary Morris (appointed 20th August 2021)



Leadership Team at the date of approval of this report

Tracey Bush (appointed 9 June 2019) Chief Executive

Terry Mears (appointed 19 April 2021) Director of Operations and Quality

Bankers:

Royal Bank of Scotland
Drummond House
1 Redheughs Avenue
Edinburgh
EH12 9RH

Solicitors:

Easthams
292-302 Church Street
Blackpool
FY1 3QA

Auditors:

Champion Accountants LLP
7-9 Station Road
Hesketh Bank
Preston
PR4 6SN

Responsibilities of the Board of Trustees

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

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the charities SORP 2015 (FRS102)
- make judgements 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
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate

The Trustees have overall responsibility for ensuring that the Charity has appropriate systems of control, financial and otherwise. They are also responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities Act 2011/2006 and the regulations made thereunder. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and



to provide reasonable assurance that the charitable company is operating efficiently and effectively, its assets are safeguarded against unauthorised use or disposition, proper accounting records are maintained and financial information used within the charitable company is reliable and that the charitable company complies with relevant laws and regulations.

The Trustees have, as part of the business planning cycle, assessed business risks and their potential impact and likelihood of occurrence and where necessary investigated means to mitigate the risks.

Auditors

A resolution proposing that Champion Accountants LLP, Statutory Auditors, be re-appointed as auditors will be put to the Annual General Meeting

In so far as the Trustees are aware:

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

In addition to this years' Trustees Report, an Annual Review has been produced 'Making a difference together'.

The Trustees approve this report for the year ended 31 March 2021 in their capacity as company directors and the Trustees' report on 24th November 2021.

Approved on behalf
of the Board of Trustees


David Stanhope
Chair



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ONE FYLDE

Opinion

We have audited the financial statements of One Fylde (limited by guarantee) (the 'charitable company') for the year ended 31st March 2021 which comprise the Statement of Financial Activities, the Statement of Financial Position (Balance Sheet), Statement of Cashflows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2021 and of its incoming resources and application of resources, including 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.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 charitable company's ability to continue as a going concern for the 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. The other information comprises the information included in the annual report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ONE FYLDE – continued

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 the other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; 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; or
- the trustees were not entitled to take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report to the Trustees.

Responsibilities of Trustees

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

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

Our 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 a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of

Irregularities, including fraud. The event to which our procedures are capable of detecting irregularities, including fraud is detailed below.

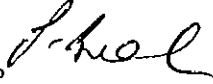
- We obtained an understanding of the legal and regulatory frameworks applicable to the charitable company and the sector in which they operate. We determined that the following laws and regulations were most significant: the Charities SORP (FRS 102), the Companies Act 2006, Employment regulation and Health and safety legislation.
- We obtained an understanding of how the charitable company is complying with those legal and regulatory frameworks by making inquiries to the management.
- We assessed the susceptibility of the charitable company's financial statements to material misstatement including how fraud might occur. Audit procedures performed by the audit engagement team included:
 - o Identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud:
 - o Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process:
 - o Challenging assumptions and judgements made by management in its significant accounting estimates;
 - o Identifying and testing journal entries; in particular any journal entries posted with unusual combinations;
 - o Reviewing material variation from our expectations in the income, expenses and balances, and
 - o Assessing the extent of compliance with the relevant laws and regulations.

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

A further description of our responsibilities for the audit of the financial statement is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

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

P Buck ACA, DChA (Senior Statutory Auditor) 
for and on behalf of Champlon Accountants LLP
7-9 Station Road
Hesketh Bank
Preston
Lancashire
PR4 6SN

Date: 24/11/2021



**Statement of Financial Activities (including income and expenditure account)
for the year ended 31 March 2021**

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total Funds 2021 £	Total funds 2020 £
Income:					
Donations					
Transfer of The Ormerod Home Trust		-	-	-	2,583,296
Other		2,283	-	2,283	4,300
Charitable activities:					
Social care contracts		10,346,107	-	10,346,107	9,936,082
Property income		900,180	-	900,180	874,916
Other income		338,095	-	338,095	18,696
Total incoming resources		11,586,665	-	11,586,665	13,417,290
Expenditure:					
Charitable activities	2				
Provision of social care		10,202,618	-	10,202,618	10,159,889
Landlord costs		1,013,390	-	1,013,390	801,541
Total expenditure		11,216,008	-	11,216,008	10,961,430
Gains/(losses) on revaluation of investments		2,417	-	2,417	(1,797)
Net income		373,074	-	373,074	2,454,063
Reorganisation costs		-	-	-	(285,661)
Unrealised gain on fixed asset revaluation		918,178	-	918,178	340,000
Net movement in funds		1,291,252	-	1,291,252	2,508,402
Reconciliation of funds					
Total funds brought forward		5,377,901	-	5,377,901	2,869,499
Total funds carried forward		6,669,153	-	6,669,153	5,377,901

The statement of financial activities includes all gains and losses recognised in the year

All income and expenditure derives from continuing activities.

There was no restricted income and expenditure in the previous year

Balance Sheet as at 31 March 2021

	Note	2021 £	2020 £
Fixed assets:			
Tangible assets	8	6,433,305	5,795,386
Investments	9	10,541	8,124
Total fixed assets		6,443,846	5,803,510
Current Assets:			
Debtors	10	1,022,597	1,066,967
Cash at bank and in hand		1,990,150	925,880
Total current assets		3,012,747	1,992,847
Liabilities:			
Creditors: Amounts falling due within one year	11	1,668,578	1,451,460
Net current assets		1,344,169	541,387
Total assets less current liabilities		7,788,015	6,344,897
Creditors: Amounts falling due after more than one year	12	800,590	851,336
Provisions for liabilities	13	318,272	115,660
Total net assets		6,669,153	5,377,901
The funds of the charity:			
Restricted funds	16	97,973	97,973
Unrestricted income funds		1,330,986	799,290
Designated - revaluation reserve		2,192,944	1,272,349
Designated - unrestricted net fixed assets fund		3,047,250	3,208,289
Total charity funds		6,669,153	5,377,901

The notes on pages 18 to 27 form part of these accounts

Approved and authorised for issue by the trustees on 24 November 2021

Signed on behalf of the Trustees


David Stanhope
Chair



Statement of cash flows
for the year ended 31 March 2021

	Note	2021 £	2020 £
Cash flows from operating activities:			
Net cash provided by operating activities		1,020,771	234,984
Cash flows from Investing activities:			
Purchase of tangible fixed assets		(96,589)	(166,644)
Proceeds (net) from sale of fixed assets		179,686	200
Working capital from transfer of The Ormerod Home Trust		-	533,847
Net cash provided by Investing activities		83,097	367,403
Cash flows from financing activities:			
Repayments of borrowing		(89,598)	(84,424)
Bank loan		50,000	-
Net cash provided by financing activities		(39,598)	(84,424)
Change in cash and cash equivalents in the year		1,064,270	517,963
Cash and cash equivalents at the beginning of the year		925,880	407,917
Total cash and cash equivalents at the end of the year		1,990,150	925,880
Reconciliation of net Income to net cash flow from operating activities			
Net movement in funds		1,291,252	2,508,402
Adjustments for:			
Depreciation		193,068	201,905
Transfer value of The Ormerod Home Trust		-	(2,583,296)
Loss on disposal of fixed assets		4,094	4,670
Revaluation of properties (unrealised)		(918,178)	(340,000)
(Gains)/losses on investments		(2,417)	1,797
(Increase)/decrease in debtors		44,370	(518,033)
Increase (decrease) in creditors		205,970	843,879
Increase (decrease) in provisions		202,612	115,660
Net cash provided by operating activities		1,020,771	234,984



Notes to the accounts

The Charity is a registered Charity and a charitable company limited by guarantee and is incorporated in the UK.

1. Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of accounting

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

One Fylde meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost unless otherwise stated in the relevant accounting policy.

Preparation of accounts on a going concern basis

The Charity continues to hold cash reserves at the higher end of the cash reserves policy of between £100,000 and £500,000 in the period since the balance sheet date. Projected cash flow forecasts for the next 12 months indicate that this will continue to be the case. On this basis the Charity is a going concern.

Income

Income from funding bodies and clients are accounted for when the Charity is entitled to the funds on an accrual's basis. Income from rents are accrued on a straight-line basis over the length of the tenancy. Donations are accounted for as received by the Charity.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the Charity. Restricted funds are donations which the donor has specified are to be used solely for a particular purpose.

Expenditure and irrecoverable VAT

Expenditure is recognised on an accruals basis as a liability is incurred. Value added tax is not recoverable by the Charity, and as such is included in the relevant costs.

Expenditure on charitable activities comprises those costs incurred by the Charity in the delivery of its activities and services to beneficiaries. It includes both costs that can be allocated directly to such activities and their associated support costs.

Allocation of support costs

Support costs are those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include back office costs, finance, human resources and governance costs which support the Charity's activities. These costs are apportioned between activities on the basis of income generated.

Operating Leases

Rental charges are charged to the SoFA on a straight line basis over the life of the lease.



Tangible fixed assets

Fixed assets, other than properties, are stated at purchase price, less depreciation and amounts written off. Properties are stated at their market value. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life:

Freehold and leasehold property	2% on cost/revalued amount
Improvements to leasehold property	straight line over the period of the lease
Fixtures and fittings	25% reducing balance method
Office equipment	25% reducing balance method
Motor vehicles	25% reducing balance method
Furnishings	20% reducing balance method

Individual expenditure below £100 is not capitalised.

No depreciation is provided on freehold and long leasehold land.

Properties are revalued externally by a professional chartered surveyor every five years and internally in the intervening years. Internal valuations are carried out using published data on the changes in property prices in the appropriate postcode areas.

Investments

Investments are included at market value at the balance sheet date and the gain or loss is transferred to the SoFA.

Debtors

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

Cash at bank and in hand

Cash at bank and cash in hand includes cash and bank accounts with immediate access.

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 in settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Deferred income

Where income received for social care contracts remains unspent at the end of the financial year this is carried forward as deferred income (balance sheet creditors) to be utilised for the benefit of the people we support in future periods. If any money remains unspent after one year these are released to income on the statement of financial activities.

Lease payments received in advance are released to the SOFA over the length of the lease.

Financial instruments

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



Pensions

The Charity operates three money purchase defined contribution pension schemes. Contributions are charged in the Statement of Financial Activities as they become payable in accordance with the scheme.

2. Analysis of expenditure on charitable activities

	Provision of social care £	Housing costs £	2021 Total £	2020 Total £
Direct staffing costs	8,280,089	21,350	8,301,439	8,239,944
Staff training and recruitment	147,371	-	147,371	154,089
Activity costs	20,562	-	20,562	56,150
Operational other costs	169,700	-	169,700	92,812
Property rental and mortgage costs	-	318,462	318,462	315,918
Council tax and utility costs	-	21,507	21,507	18,279
Property maintenance costs	-	277,048	277,048	111,136
Insurance	38,688	8,772	47,460	61,478
Depreciation	91,128	91,416	182,544	201,905
Other property costs	-	31,658	31,658	13,787
Bad debt provision	22,918	-	22,918	170,105
Fleet & travel	29,803	-	29,803	28,404
Miscellaneous costs	16,904	-	16,904	31,853
Marketing, communications & engagement	7,455	-	7,455	17,637
Support costs	1,333,544	235,331	1,568,875	1,411,687
Governance costs	44,456	7,846	52,302	36,246
	10,202,618	1,013,390	11,216,008	10,961,430

3. Summary analysis of expenditure and related income for charitable activities

	Provision of social care £	Housing costs £	2021 Total £	2020 Total £
Costs	(10,202,618)	(1,013,390)	(11,216,008)	(10,961,430)
Care Contract income	10,346,107	-	10,346,107	9,936,082
Rents	-	900,180	900,180	874,916
Other income	338,095	-	338,095	18,696
Net contribution to charitable funds	481,584	(113,210)	368,374	(131,736)



4. Analysis of governance and support costs

	Support costs £	Governance costs £	2021 Total £	2020 Total £
Payroll and related costs	1,026,796	29,149	1,055,945	1,102,923
Office costs	508,228	53	508,281	331,404
Audit fees	-	23,100	23,100	9,005
Legal and professional fees	33,851		33,851	4,601
	1,568,875	52,302	1,621,177	1,447,933

5. Net Income/expenditure for the year

	2021 £	2020 £
This is stated after charging:		
Depreciation of tangible fixed assets	193,608	201,905
Loss on disposal of fixed assets	4,094	4,670
Audit fee	23,100	9,005
Interest payable on bank loans	19,246	26,983
Operating leases - equipment	4,280	31,132
Property rents	305,210	297,673
Exceptional restructuring costs	-	285,661
	=====	=====

6. Analysis of staff costs, Trustees remuneration and expenses, and the cost of key management personnel

	2021 £	2020 £
Wages and salaries	8,226,140	8,144,726
Social security costs	668,662	680,738
Pension costs	268,287	259,821
	-----	-----
	9,163,089	9,085,285
	=====	=====

Included in reorganisation costs are redundancy, and ex gratia payments of £16,400, relating to two people.

Number of employees whose total employee benefits is in excess of £60,000 (including pension payments and ex gratia payments) is as follows:

	2021	2020
£60,000-£69,999	-	-
£70,000-£79,999	2	1
£80,000-£89,999	-	3
£90,000-£99,999	-	-
£100,000-£110,000	1	-

The Charity Trustees were not paid nor did they receive any other benefits from employment with the Charity during the year (2020: nil). Trustee expenses paid during the year were £53. (2020: nil).

The key management personnel of the Charity comprise the Chief Executive Officer, Head of Care, Head of Staff Services, and Head of Corporate Services. The total employee remuneration of the key management personnel of the Charity was £404,991. (2020: £456,703).

7. Staff Numbers

The average headcount in the year was 406 (2020: 424). Full time equivalent 323 (2020: 339)

8. Tangible fixed assets

	Freehold Land and Buildings	Long Leasehold Land and Buildings	Leasehold Imp'ments	Fixtures, Fittings, Furnishings Equipment and Motor Vehicles	Total
	£	£	£	£	£
Cost/ valuation					
As at 1 April 2020	2,194,807	3,137,168	9,430	1,769,337	7,110,742
Additions	-	-	-	96,589	96,589
Disposals	-	(183,780)	-	(9,483)	(193,263)
Revaluation	735,143	111,612	-	-	846,755
As at 31 March 2021	2,929,950	3,065,000	9,430	1,856,443	7,860,823
Depreciation					
As at 1 April 2020	-	-	4,412	1,310,944	1,315,356
Charge for the year	30,792	40,631	612	121,033	193,068
On disposals	-	-	-	(9,483)	(9,483)
Transfer to revaluation reserve	(30,792)	(40,631)	-	-	(71,423)
As at 31 March 2021	-	-	5,024	1,422,494	1,427,518
Net book value					
As at 31 March 2021	2,929,950	3,065,000	4,406	433,949	6,433,305
As at 1 April 2020	2,284,542	3,047,433	5,018	458,393	5,795,386

The cost or valuation of freehold buildings and long leasehold buildings, on which depreciation is charged, amounted to £3,245,722. The carrying amount of freehold land and buildings and long leasehold land and buildings are considered to be at the open market value. A commercial valuation, of these assets, was carried out during the year by estate agents Frank Wyles and Kendricks Commercial. The freehold land and buildings and long leasehold land and buildings were revalued at £2,929,950 and £3,065,000 respectively at that time.



The historical cost of freehold land and building less accumulated depreciation was £1,356,412, as at 31 March 2021. The historical cost of long leasehold land and building less accumulated depreciation was £2,188,607 as at 31 March 2021.

9. Fixed assets investments

Investments held in the UK primarily to provide an investment return

	2021 £	2020 £
At valuation		
At 1 April 2020	8,124	9,921
Unrealised gain/(loss) on investments	2,417	(1,797)
	-----	-----
At 31 March 2021	10,541	8,124
	=====	=====
	Nominal value	Cost Valuation
	£	£
	£	£
40 Charifund accumulation units	2,812	2,812 10,541
	=====	=====

10. Debtors

	2021 £	2020 £
Amounts due within one year:		
Trade debtors	887,922	929,915
Other debtors	14,351	18,763
Prepayments and accrued income	120,324	118,289
	-----	-----
	1,022,597	1,066,967
	=====	=====

11. Creditors (amounts falling due within one year)

	2021 £	2020 £
Trade creditors	462,199	377,949
Social security and other taxes	206,008	185,045
Mortgages (secured)	90,574	83,592
Bank loan	4,166	-
Deferred income	450,019	399,703
Accruals	393,597	321,056
Other creditors	62,015	84,115
	-----	-----
	1,668,578	1,451,460
	=====	=====

12. Creditors (amounts falling due after more than one year and payable by instalments)

	2021	2020
	£	£
Mortgages (due within 1-2 years)	90,574	83,592
Mortgages (due within 2-5 years)	362,294	334,365
Mortgages (due after 5 years)	301,888	433,379
Bank loan (due within 1-2 years)	10,000	-
Bank loan (due within 2-5 years)	35,834	-
	-----	-----
	800,590	851,336
	=====	=====

The mortgages are secured against the freehold and long leasehold properties. The proportion of the liability to the value of the assets charged is 22% (2020: 30%). The interest rate charged on the mortgages was between 1.75% and 2.65% above base rate. The bank loan was repaid after the year end.

13. Provision for liabilities

As a result of the merger the charity has acquired several onerous contracts for IT and office equipment.

	2021	2020
	£	£
Balance as at 1 April 2020	115,660	-
Transfer from The Ormerod Home Trust	-	151,624
Released in the year	(44,718)	(35,964)
Provision for additional costs	247,330	-
	-----	-----
Balance as at 31 March 2021	318,272	115,660
	=====	=====

14. Deferred Income

	2021	2020
	£	£
Balance as at 1 April 2020	399,703	113,260
Transfer from The Ormerod Home Trust	-	632,411
Amount released to income earned from charitable activities	(232,876)	(402,774)
Amount deferred in year	283,192	56,806
	-----	-----
Balance as at 31 March 2021	450,019	399,703
	=====	=====



15. Obligations under operating leases

As at 31 March 2021, the Charity had future minimum lease payments under non-cancellable operating leases for each of the following periods:

	2021 £	2020 £
Equipment		
Payments due		
- within one year	35,085	37,242
- between one and five years	53,600	88,685
	-----	-----
	88,685	125,927
	=====	=====
Land and buildings		
Payments due		
- within one year	258,991	259,277
- between one and five years	905,671	965,859
- more than five years	522,455	716,591
	-----	-----
	1,687,117	1,941,727
	=====	=====

The Charity aims to secure long leases (between 5 and 15 years) on its leased residential properties in order that tenants can have greater security of tenure and the costs to the Charity are minimised.

16. Movement in funds

	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Funds at 31 March 2021
	£	£	£	£	£
Unrestricted funds					
General Fund	799,290	11,586,665	(11,216,008)	161,039	1,330,986
Designated revaluation fund	1,272,349	920,595	-	-	2,192,944
Designated - unrestricted net asset funds	3,208,289	-	-	(161,039)	3,047,250
Restricted funds	97,973	-	-	-	97,973
Total	5,377,901	12,507,260	(11,216,008)	-	6,669,153

	Balance at 1 April 2020	Net movement	Funds at 31 March 2021
Unrestricted funds			
General Fund	799,290	531,696	1,330,986
Designated revaluation fund	1,272,349	920,595	2,192,944
Designated - unrestricted net asset funds	3,208,289	(161,039)	3,047,250
	5,279,928	1,291,252	6,571,180
Restricted Funds			
Dementia Service	38,775		38,775
Head office refurbishment	34,700		34,700
Childrens Service	5,475		5,475
Sensory Room	5,592		5,592
Other	13,431		13,431
	97,973	-	97,973
TOTAL FUNDS	5,377,901	1,291,252	6,669,153

Name of unrestricted fund -	description, nature and purpose of the fund
General fund	The "free reserves" after allowing for all designated funds.
Designated funds:	The designated revaluation fund is the difference between the cost or valuation of properties and investments when first recognised, less any depreciation and its subsequent revalued amount. The designated net assets fund consists of the net book value of fixed assets as shown on the balance sheet, less the balance on loans due after more than one year and the revaluation reserve element noted above.

17. Financial Instruments

Financial instruments measured at amortised cost comprise mortgages provided by The Royal Bank of Scotland

	2021 £	2020 £
Mortgages (due within one year)	90,574	83,592
Mortgages (due within 1-2 years)	90,574	83,592
Mortgages (due within 2-5 years)	362,294	334,365
Mortgages (due after 5 years)	301,888	433,379
	845,330	934,928
	=====	=====



18. Related Party Transactions

No trustee or other person related to the Charity had any personal interest in any contract or transaction entered into by the Charity during the year. (2020: nil).

19. Funds held on behalf of People we Support

	2020 £	2019 £
Balance brought forward	79,582	-
Transfer of The Ormerod Home Trust	-	74,924
Movement in year	289	4,928
	-----	-----
Balances at the end of the year	79,871	79,852
	=====	=====

The charity acts as agents in relation to these monies. The income/expenditure and balances are not included in the financial statements.

20. Legal status of the Charity

One Fylde is a company limited by guarantee and has no share capital. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

No tax charges have arisen in the Charity.

21. Taxation

As a Charity, One Fylde is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992, to the extent that these are applied to its charitable objects.

