

THERA TRUST

England & Wales · Charity number 1090163

Details

Other names	THERA TRUST LIMITED
Status	Registered
Legal form	Charitable company
Company number	03593418
Registered	2002-01-18
Register	View on the Charity Commission register

Contact

Address	The West House Alpha Court Swingbridge Road Grantham Lincolnshire NG31 7XT
Phone	03003031280
Email	office@thera.co.uk
Website	www.thera.co.uk

Activities

Objects: The company's objects are for the public benefit:1. The relief of persons with learning disabilities, their families and carers in particular but not exclusively by the provision of support services including services in the support of residential, respite and other suitable forms of care, support, education and work opportunities and by the promotion of the awareness of the needs of such persons; and2. The promotion of the effective use of charitable resources by the provision of services to organisations involved in the relief of persons with learning disabilities, their families and carers; and the company can do all other things that are incidental or conducive to its objects or any of them.Nothing in the Articles shall authorise an application of the property of the Company for the purposes which are not charitable in accordance with section 7 of the Charities and Trustee Investment (Scotland) Act 2005

Activities: The Thera Group of companies supports people with a learning disability. It employs staff who support people in their own home, in their local community and for short breaks. Thera also provides financial advocacy and quality assurance services; as well as developing and running social enterprises.

Classification

- **How:** Makes Grants To Individuals, Makes Grants To Organisations, Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Disability
- **Who:** People With Disabilities

Geography

- **Area of benefit:** NATIONAL
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£101,276,364	£101,605,926	£10,566,258	3346
2024-03-31	£91,231,681	£94,484,540	£9,084,301	3259
2023-03-31	£81,389,860	£84,521,948	£11,630,344	3066
2022-03-31	£78,536,590	£77,579,395	£13,799,505	3130
2021-03-31	£79,192,703	£77,403,478	£12,014,944	3155

Trustees

Name	Role	Appointed
SALLY WARREN	Chair	2020-04-27
Ceri Louise Lennon		2023-12-31
Elizabeth Lichten		2020-05-04
Kathryn Elizabeth Platts		2024-05-02
Katie Winn		2023-12-31
Lorna Havard Weston		2023-12-31
MATTHEW JAMES SMITH		
Marc Berryman		2025-03-25
Michelle Claire McDermott		2020-09-28
Nicola Catherine Coote		2022-06-13
Steven James Folkard		2024-07-19
Steven Whalley		2024-07-23

THERA TRUST

England & Wales - Charity number 1090163

Accounts



THERA TRUST

Registered No: 03593418

Charity No: 1090163

TRUSTEES' CONSOLIDATED REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH, 2025

THERA TRUST

CONTENTS

	Page
Introduction	1
Report of the Directors and Trustees (Including Strategic Report)	2- 85
Report of the Independent Auditor	86-96
Summary of Money	97
Consolidated Statement of Financial Activities	98
Balance Sheets	99
Consolidated Statement of Cash Flows	100
Notes to the Financial Statements	101-140

THERA TRUST

INTRODUCTION

**These papers tell readers what the company has been doing
between April 2024 and March 2025.**

**The directors have written about what has gone well and what
needs development.**

You can see how the company has managed its money.

The accounts have been checked by our Auditor – Sayer Vincent LLP

**Some of these papers must be written in legal language. We have
introduced each section with an Easy Read text box.**

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

REFERENCE AND ADMINISTRATIVE INFORMATION

Charity Name	Thera Trust
Charity Registration Number	1090163
Country of registration	England and Wales
Company Registration Number	03593418
Country of incorporation	United Kingdom
Registered Office	134 Edmund Street Birmingham B3 2ES
Principal Address	The West House Alpha Court Swingbridge Road Grantham Lincolnshire NG31 7XT
Company Secretary	Martin Pilkington

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

Auditor

Sayer Vincent LLP
Statutory Auditor
110 Golden Lane
London
EC1Y 0TG

Solicitors

Anthony Collins Solicitors LLP
134 Edmund Street
Birmingham
B3 2ES

T C Young
Melrose House
69a George Street
Edinburgh
EH2 2JG

Principal Bankers

Barclays Bank plc
Sutton 9
Leicester
Leicestershire
LE87 2BB

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

BOARD OF TRUSTEE DIRECTORS

Members of the Board of Trustee Directors, who are Directors for the purpose of company law and Trustees for the purpose of charity law, who served during the year and up to the date of this report are set out below:

Marc Berryman (appointed 25th March 2025)

John Blundell (resigned 13th June 2025)

Christine Chang (resigned 17th December 2024)

Nicola Coote

Steven Folkard (appointed 19th July 2024)

Ceri Lennon*

Elizabeth Lichten

Michelle McDermott Co-Chairperson

Priya Oomahdat (resigned 29th October 2024)

Kathryn Platts* (appointed 2 May 2024)

Christopher Rheinberg (resigned 13th June 2025)

THERA TRUST
REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2025

Matthew Smith*

Sally Warren Co-Chairperson

Lorna Weston*

Steven Whalley (appointed 23rd July 2024)

Katie Winn*

Details of trustee remuneration are detailed in Note 7 the accounts.

* Members of the executive team of the charitable group of companies.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

This section explains that directors are responsible for putting together accounts which must show a true and fair view. This is the law.

RESPONSIBILITIES OF THE BOARD OF TRUSTEE DIRECTORS

The Directors (who are also the Trustees of Thera Trust for the purposes of charity law) are responsible for preparing the Report of the Directors and Trustees (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of Thera Trust, the charitable company, and of the Group and of Thera Trust's and the Group's incoming resources and application of resources of the charity 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;
- ✓ make judgements and accounting estimates that are reasonable and prudent;
- ✓ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

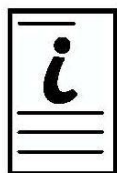
- ✓ prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue in operation.

The Board of Directors is responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and of the Group to enable it to ensure that the financial statements comply with the Companies Act 2006. The Board of Directors is also responsible for safeguarding the assets of Thera Trust, the charitable company, and of the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025



report

Report of the Directors and Trustees¹

The Trustees present their report and the audited financial statements for the year ended 31 March 2025. Reference and administrative information set out on page 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

¹ Thera Trust seeks to make its annual report and accounts accessible to all of its readers, including those with a learning disability, whilst meeting all statutory requirements. This approach requires us to "tell the story" comprehensively for the year. Key information as required by company law as part of the strategic report (context to the financial statements, analysis of our performance and insight into our objectives, strategies and risks) is woven throughout and a single integrated report is therefore being provided.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)**

year ended 31 March, 2025

A Message from Your Co-chairpersons



Hello,

We are the co-chairpersons of Thera.

One of us has a learning disability and one does not.

We are proud to work together to support the Thera Group.

What is this report about?



This Annual Report tells you about our year 2024/25.

It shows how Thera is growing and changing, while keeping our Vision strong.



Thera believes people with learning disabilities can be leaders.

- leaders in their own lives
- leaders in communities
- Leaders in Thera

This is very important to us.



Thank you to everyone

We want to say a big thank you to:

- Staff
- families

REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)

year ended 31 March, 2025

- volunteers
- local boards
- supporters

Your hard work, care and kindness make Thera strong.

Thank you to Board members



We also want to thank Priya Oomahdat and Christine Chang, who stepped down from the Board this year. They gave Thera a lot of skill and support.



We are very pleased to welcome three new Board members:

- Steven Whalley
- Steven Folkard
- Marc Berryman

They bring new ideas and experience, and we are happy they have joined us.



It has been a challenging year

Social care across the UK is facing problems:

- costs are rising, but the money Thera gets to support people isn't.

REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)

year ended 31 March, 2025

- more people need support.
- it can be hard to find staff.



Change

Thera has made some big changes to stay strong in the future. We want to thank everyone for being patient, professional and positive during these changes.

We feel confident



positive

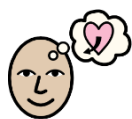
Our new Group Executive Team is doing great work.

They bring energy, honesty and strong leadership.

This includes leaders with lived experience of learning disability.

The transformation plan is working well and is helping Thera to be more secure with money and planning.

Looking ahead



hopeful

We are feeling hopeful.

We are refreshing our Vision, Mission and Values, with help from the people we support and staff.



improve

We want to:

- keep improving quality
- make Thera more inclusive

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)**

year ended 31 March, 2025

- continue to support people with learning disabilities to take paid leadership roles
- grow strong, local services
- support our staff to do their best work

Most of all, we want people with learning disabilities to stay at the centre of every decision we make.

Thank you



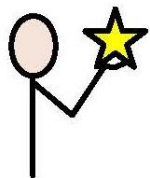
thank you

Thank you to everyone who supports Thera.
Your belief, hard work and kindness help us every day.
Together, we will keep moving forward and build a fair, inclusive future for everyone.

Your co-chairpersons

Michelle McDermott and Sally Warren

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025



important

What is Important for Thera

Thera has always said that the people it supports must be involved in how the organisation does its job. Thera's Vision clearly sets out Thera's philosophy to demonstrate the leadership and other abilities of people with a learning disability and to ensure their control of, and involvement in, Thera.

Our vision

-  Thera will show that people with a learning disability can be leaders in society
-  Thera will be controlled by people with a learning disability
-  People supported by Thera can say how their Thera company is directed and managed
-  People with a learning disability will design the support they want from Thera.
-  Thera will respect the rights and wishes of people at work, at home and in the community
-  People with a learning disability will check the quality of support from their Thera company
-  Thera Group will be led by a charity



Thera Group®
Supporting people with a learning disability

www.thera.co.uk

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

People with a learning disability have a greater profile in society today than they did twenty-seven years ago when Thera started. They are increasingly represented in mainstream media. However, they still face considerable prejudice and barriers with health inequalities.

Learning from Lives and Deaths – people with a learning disability and autistic people (LeDeR) report, published in 2025, reviews learning from lives and deaths between 2021 and 2023.

In the LeDeR report, it states that the average age at death for people with a learning disability is 62.5 years old. This is 19.5 years younger than the general population. In 2023, the number of recorded avoidable deaths was 38.8%, and whilst that has reduced from 46.1% in 2021, compared to the general population average of 21.6%, it is 17% higher. People's ethnicity also had an impact, with the average age at death being 19.8 years less than white adults. It also reports that 22-26% (depending on whether you had a mild or profound learning disability) of deaths were treatable, in comparison to the general population average of 7.6%.

In December 2022, Thera published the impact of a funded project to roll out training and awareness of the RESTORE2mini and STOMP initiative. This allowed us to train 675 people, of which 530 were employed by Thera Group. In addition to this rollout, Ansar Projects, Thera Trust, Coppafeel and Orchard came together with an aim to plug an information gap and create accessible resources about cancer.

REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2025

The impact of this can be demonstrated through the impactful stories throughout this report:

Peter experienced a change in his bowel habits. Peter's support team quickly arranged a doctor's appointment where they took a stool sample. The conclusion was that it was likely bowel cancer and further tests confirmed this diagnosis.

The doctor went straight to end of life care, believing that the surgery required would be too dangerous for a man in his mid-70s. Accepting this decision and beginning palliative care would start the clock on the end of Peter's life. The team, led by manager Mel, strongly disagreed with this assessment.

They believed that Peter was healthy, very fit and active for his age, and has a strong level of independence. Peter also has selective mutism, which meant that the team had to be his voice throughout the process. The team spoke with Peter about his wishes, his family and shared their own beliefs about his fitness for treatment. They then decided to seek other medical opinions.

Peter completed a fitness test and had a treatment plan created around his current condition. Following this, Peter had the surgery to remove the mass and recovered well. The team supported him throughout the process by prepping his hospital passport to advise the hospital staff how to communicate with him. They also ensured

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

that he was accompanied by familiar people to make the process as easy as possible.

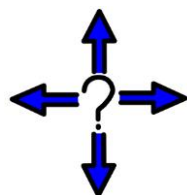
*The team did receive **Restore2 Mini** training, which they say helped give them the confidence to speak their mind with the professionals. However, they did specify that without the training, they still would have gone ahead given the seriousness of the situation. The team were shocked at the doctor's opinion and wanted to ask questions on behalf of Peter. The situation and positive outcome have made them feel proud and validated as a team.*

It is no exaggeration to say their actions saved his life and we thank them all for being incredible advocates for his health and wellbeing. Peter's story shows how important it is that people with a learning disability have their voices heard. This is especially true in healthcare, where symptoms in people with a learning disability can go unnoticed.

**Name has been changed for privacy reasons*

Thera have since worked with Coppafeel to update the Know Your Body resources, also publishing printed resources for people. Our Quality and Involvement Team are now working with Ovacom to develop some more accessible resources to help bridge the health inequalities for people with a learning disability.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2025**



direction

Strategic Direction

Thera's strategic direction continues the range of care, support, services and activities that Thera is now known for. As a charitable group of companies, this direction is delivered both by Thera Trust itself and through its subsidiary companies.

During 2025, working with colleagues and beneficiaries we have undertaken to refresh our Vision, Mission and Values. We look forward to being able to launch these in 2026.

The content of this report sets out how the Group achieved its strategic objectives during 2024-2025.

- ✓ Supporting people to have a great life, including:
 - a) continued focus on supporting people with complex needs
 - b) improving access to specialist health care
 - c) developing further our capacity and skills to support younger people with a learning disability
 - d) the development of people's daytime opportunities
- ✓ Supporting more people and working in more areas
- ✓ Creating opportunities for people beyond exclusive activities and paid support
- ✓ Offering employment and training opportunities to more people in more areas
- ✓ Expanding development opportunities for leaders with a learning disability

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

- ✓ Facilitating access to specialist housing within people's chosen communities
- ✓ Building the capacity of communities to welcome, and to offer more social connections to, and support people with a learning disability
- ✓ Supporting other organisations that share Thera's Vision
- ✓ Engaging in research and proactively influencing society for the benefit of people with a learning disability
- ✓ Protecting Thera's Vision as the organisation develops
- ✓ Developing a workforce which is equipped, empowered and engaged to deliver Thera's Vision
- ✓ Building our charitable reserves

In addition to the needs of beneficiaries and commercial considerations, trustees continue to have regard to the Charity Commission's guidance on public benefit and believe that the strategic direction, objectives and activities of Thera Trust and its subsidiaries fulfil the Commission's requirements. Thera's objects², aims and activities continue to be charitable and provide benefit both directly and indirectly to individuals in need, their families, and the local communities in which they live.

Trustees of Thera Trust promote the purposes of the charity in a number of ways, noting that this is in their role as trustees of the

² Thera Trust's charitable objects are for the public benefit and are "the relief of persons with a learning disability, their families and carers by the provision of support services including services in the support of residential, respite and other suitable forms of care, education and work opportunities and to promote public awareness of the needs of such persons and to give support to their families" and "the promotion of the effective use of charitable resources for the benefit of the public by the provision of services to organisations involved in the relief of persons with learning disabilities, their families and carers." and "the company can do all other things that are incidental or conducive to its objects or any of them."

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

parent company of a charitable group of companies. As well as talking about Thera, they:

- ✓ Ensure company articles provide for:
 - a) company members with lived experience of learning disability
 - b) paid and unpaid directors with lived experience of learning disability
- ✓ Maintain and govern a group structure to enable the engagement of local boards and leaders more directly with beneficiaries and their local communities
- ✓ Appoint paid and unpaid directors with lived experience of learning disability to the Thera Trust and subsidiary company boards
- ✓ Set a strategic direction for the Group's activities which focusses on and responds to the interests of beneficiaries
- ✓ Employ staff with lived experience of learning disability
- ✓ Encourage peer review of the quality of Thera's work
- ✓ Promote communication internally and externally that is as accessible as possible to those with lived experience of learning disability
- ✓ Maintain and develop a governance and policy structure that promotes the charity's objects
- ✓ Undertake activities designed to promote the interests of people with a learning disability in government and in wider society

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2025**



social care

The social care sector and Thera

There is currently a review of Adult Social Care by the Casey Review “Independent Commission into Adult Social Care”. It is a UK Government-initiated review to examine and propose reforms for the adult social care system. The review aims to address systemic issues and improve the lives of individuals reliant on social care by developing a sustainable and effective system.

A significant impact to the sector was the announcement of the National Living Wage and National Insurance increase. This presented significant financial challenge, which we have been working with our colleagues in Local Authorities to reflect.

A range of factors are expected to influence the sector in the coming years, including annual changes to the National Living Wage, the introduction of Fair Pay Agreements, and developments related to the Employment Rights Bill. Thera is actively engaging in discussions around these issues to ensure we stay well-informed and responsive to emerging challenges and opportunities.



support

Thera Supports People with a Learning Disability

As of 31st March, 2025, Thera was providing support to over 3100 people with a learning disability (31st March, 2024 – around 3,100) across the UK. Within this, around 1400 people receive support through the financial advocacy services provided by Dosh. This is

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

sometimes in addition to care and support provided by another Thera company. But Dosh also has a large number of customers whose day-to-day support is delivered by another care provider.

Overall, there was an increase in the numbers of people supported. Broken down in detail, there was a reduction in support provided through short breaks, community support and day opportunities, but an increase of supported living. The reduction in short breaks was a result of the planned closure of The Camden Society (London), where the contract was successfully handed over to another provider.

The range of Thera's work is described in its Social Impact Framework. Our Social Impact Report (for 2023-2024) was published during the year evidencing that Thera is contributing to solutions for people with a learning disability in the UK. These ratings are based on an assessment against the Impact Management Project methodology, which assesses Thera's impact across all its impact goals.

At the time of writing, our report (for 2024-2025) was being finalised, showing Thera's impact in this year. Copies of our annual social impact reports can be viewed online at www.thera.co.uk/impact.

Each year, we hear stories from people we work for. They range from 'big' to 'small' events, but all are significant in that person's life and make a real difference to them. They show people achieving goals and dreams, making choices, navigating changes and leading their

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

lives as valued citizens in their local community. Some of their stories are included throughout this report and illustrate the work that Thera does and the impact that we have in people's lives.

In 2018, Blake was supported by staff to enrol to a local gym, attending sessions several times a week. Initially, Blake sought the company of staff members during his workouts to receive support and encouragement, as he lacked confidence. However, the following year, he decided to exercise at the gym independently, believing that staff couldn't keep up with his pace. This choice not only allowed him to gain more independence and confidence but also served as a challenge to improve his physique and overall fitness.

When the Covid-19 lockdowns prevented Blake from going to the gym, he was very disappointed. As an alternative, he opted to engage in a daily 4-mile walk. It soon became evident that staff couldn't match his pace yet again, so he chose to go on an independent walk every day at 7am.

When gyms reopened in late 2020, Blake eagerly returned to his workout routine, while also continuing his daily walks. He began to witness the results of his fitness regimen, with well-defined muscles and significantly improved fitness levels. This boost in self-confidence led him to feel body-confident, with support from staff reassuring him of his progress and muscle growth daily.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2025**

In early 2023, Blake set himself a new goal: to train and run a half marathon. He started with running 6 miles several times a week, gradually increasing the distance to 8 miles. Although the staff offered to run with him, Blake jokingly laughed it off 😊

Presently, Blake achieves 8 miles in 1 hour, a remarkable feat. However, he aims to complete the same distance in under an hour, whilst working on his distance, ready for the big challenge. With the support and encouragement from the staff, Blake is determined to accomplish his goal of running a Half Marathon this year.

Blake keeps track of his progress and fitness using his watch and iPhone, allowing him to maintain control over his diet, hydration, and fitness levels.

Over the years, the staff has witnessed a tremendous transformation in Blake. He no longer walks with his head down but holds it high, with great confidence. He feels less vulnerable when he is out and about on his own. Blake's positive outlook has played a significant role in enabling him to manage his ADHD more independently. He continues to set and work towards his own goals to live the life he wants.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2025**



Individual (Direct) Support – Supporting People to Have a Great Life!

This is the main area of Thera's work. We aim to support people to achieve their ambitions, increase their independence and social / personal well-being with support in many aspects of their day-to-day lives, helping them to maintain a tenancy and build circles and networks of support in their local community.

Much of this aspect of Thera's work is intensive 24-hour support, to people with complex support needs, in their own homes and alongside them in their local communities. The impact of Thera's support sometimes seems only to be small steps but, over the longer term, great strides are evident.

Thera supports, helps, and encourages people in developing a range of practical life skills, to take an active part in their local community, in employment, education, hobbies and interests, for short breaks and on holiday. Thera also supports people who want only a small amount of support from us, as one part of their overall network of family, friends and support.

Throughout 2024-2025 the retention and recruitment of staff continued as a high priority, and consequently we saw continued improvement across both areas. Our use of temporary (agency) workers has seen a significant decrease during the year, which enables us to provide consistent care and support to beneficiaries. Leaders are continuing to focus on these areas as, sector-wide this is

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

an ongoing challenge. The People and Culture Strategy is a key enabler in ensuring we have an engaged, equipped and empowered workforce who are well-led and supported in delivering quality care and support to deliver Thera's Vision.

JC has been nominated for Volunteer of the Year at the Woodgreen charity shop in St Ives, Cambridgeshire! Her manager said 'JC is willing to take on any challenge that is given to her, she is now comfortable working on the till, serving, talking to and helping customers. JC also sorts and processes stock and is a great help organising our storage container.'

JC started working at Woodgreen charity shop in 2020, having previously volunteered in several roles including with Thera East Anglia's allotment project and with a food bank. As the first Covid-19 lockdown eased in summer 2020, she worked with the supported employment team to find a new role that would suit her. They knew she liked dogs and so suggested Woodgreen pets charity, where she could volunteer at the shop and also visit the local rehoming centre. Staff supported JC to visit the shop several times to meet the team and ensure she was comfortable. They then supported her to complete the application form and she was successful! The support team talked to the staff and volunteers at the shop about how they could help JC to be comfortable and work well and they worked alongside her at first to help her get settled.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2025**

She has been working there since autumn 2020 and in 2022 increased her hours so that she now works four days a week in the shop in a customer facing role. This role has helped her learn how to engage well with the general public and become more confident – this is a big achievement for JC as she often hides her face when she is nervous or unsure. She has made friends at the shop and enjoys her time there.

Her support team check in on her sometimes and can provide support where needed, but she is usually very independent. This voluntary work helps Jodie to build employment and independence skills, without the pressure of a paid job, which she does not want at this time. She is using the opportunity to build skills ready for when she wants to live more independently in the future.

Being named Volunteer of the Year is the icing on the cake, showing how much she has grown in her role and what a contribution she makes.



employment

Employment, Training and Social Enterprises

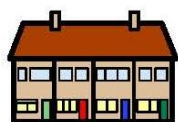
Unity Works Social Enterprises supports people with a learning disability with training and support into, and in, work. This includes working through its social enterprises – catering, gardening, warehousing and distribution, in addition to working alongside a

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

number of Further Education colleges to support young people of 19-25 years to progress from vocational courses into employment.

Other supported employment programmes operate elsewhere in the Group.



housing

Housing Support

Forward Housing provides a housing brokerage service to help people with a learning disability find somewhere to live. We work with a number of housing associations and other housing providers to help people find a place of their own.

In addition, Forward Housing own, lease, and adapt property for people with a learning disability who are finding it difficult to find a house suitable to meet their specific needs.

Thera also provides support to people to move on from residential care accommodation to become tenants either in situ or in alternative accommodation.

Financial Advocacy and Corporate Appointeeship



financial advocacy

Dosh provides specialist, person-centred financial advocacy and support to manage individual budgets and direct payments as well as corporate appointeeship services to individuals.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2025**



Community Capacity Building

Other companies in the Group also undertake work and specific projects aimed at community capacity. The Thrive Project is being created to provide alternative options within communities for people with a Learning Disability who may currently be in receipt of building-based support.

Equal Futures support the creation of lasting relationships for people with a learning disability to live an equal life. They support the facilitation of circles of support around individuals along with their family. For more information about Equal Futures visit: [Equal Futures | Thera Trust](#)

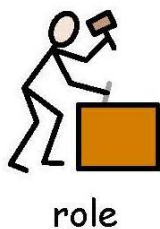
Equal Futures has relied solely on income from trusts and grants to continue delivering its support to people. The social care sector is in a difficult position, with reduced funding from local authorities, and increased competition for income from trusts and grants foundations.

Unfortunately, despite best efforts, Equal Futures has been unable to secure the funds it needs to continue its support in its current form in a sustainable way.

In October 2024, a difficult decision was taken to transfer the activities of Equal Futures to Thera Trust, by 31st March 2025. From 1st April 2025 this work will be delivered by Equal Futures as a project rather than as its own charity.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025



The Role of Thera Trust

Thera Trust is the parent charitable company of the Thera Group. It has several distinct roles:

- ✓ The guardian of Thera's Vision and philosophy
- ✓ As a registered charity overseeing the Group's charitable activities and resources
- ✓ The parent company of the other 26 companies in the Group
- ✓ In delivery of special charitable projects, research and co-ordination of group-wide fundraising
- ✓ In the provision of social investment grants to organisations and individuals
- ✓ A provider of central support functions to the Group

In its registered charity role, Thera Trust must fulfil its charitable objectives as set out in its governing document, operates for the public benefit and complies with charity law and uses its charitable resources in the best interests of its beneficiaries.

Thera Trust also provides support and advice to subsidiary companies offering people with a learning disability company membership of their local Thera company, in line with Thera's Vision. Andrew Bright and Sara Danby, Lead Directors of Quality and Involvement for Thera Trust, provide mentoring to Thera's paid executive directors with lived experience of learning disability in their leadership roles, as well as to the increasing number of non-executive directors with similar lived experience. Andrew and Sara

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

work in an equal leadership role. Andrew bringing his lived experience of a learning disability and Sara bringing her experience of leadership roles in social care working in partnership together. Having been in their role for a year, following up on their main priorities, here are some highlights:

To begin, we would like to pay tribute to Catherine Carter, Service Quality Director for Thera North. We were all shocked and saddened when Catherine passed away suddenly in November 2024.

At the time, Karen Harris, Catherine's Executive Assistant paid the following tribute:

'Catherine joined Thera North in April 2023. She did a fantastic job of getting to know and represent people we support despite doing so around major surgery and chemotherapy treatments for breast cancer.

Her determination to carry on representing people and developing links with Learning Disability Partnership Boards and advocacy groups was no surprise. That's what Catherine had been doing all her life, pushing against the odds to shine a light on inequalities faced by people who have learning disabilities.

Catherine approached her work with diligence, candour and good humour with a twinkle in her eye and infectious laughter. She was a

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

light that shone brightly to lift others around her despite her own difficulties. She will be greatly missed.'

In June, we said goodbye to David Parker, Service Quality Director for Thera East Anglia and Oliver Smith, Service Quality Director for The Camden Society. Both David and Oliver had been a part of Thera for a number of years and made a great contribution as leaders with a lived experience. We wish them every success in what lies ahead.

Kiran Kaur has had previous experience in the role of Service Quality Director and joins us after working as joint Head of Development. Ben McKay joins us after working for My Life My Choice and brings his experience of peer led Quality Checking and advocacy. We look forward to seeing the impact they bring to the Companies in their roles.

In October, we began a consultation with staff at The Quality Company. The Quality Company had been a part of Thera Group since 2007. The Quality Company had been in receipt of a social investment grant from Thera Trust which was unable to continue providing this grant. The Quality Company were unable to make enough money to be sustainable. Following the consultation, staff TUPE transferred into Thera Trust as the Quality and Involvement Team and The Quality Company closed on the 31st October 2024.

A review of how to continue providing a peer led quality checking service was carried out and the Quality and Involvement team

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

entered into consultation on a proposed new quality checking service and team structure on the 1st November.

The consultation ended at the beginning of December, with the new structure coming into place and people taking up their roles through December and January. The Quality and Involvement Team are now overseen by ourselves and are delivering on the plan to roll out peer led quality checking across Thera subsidiaries.

Our external work has continued. In April we became part of a 2 year national study group with NCEPOD (National Confidential Enquiry into Patient Outcome and Death). NCEPOD is an independent body dedicated to improving the quality of medical and surgical care by reviewing clinical practice across the UK. As members of the study group, we are part of a process that directly informs national policy, clinical guidelines, and the ongoing development of best practices within the health sector for people with a lived experience of learning disability. It conducts confidential surveys, audits, and reviews of patient outcomes, identifying patterns, strengths, and areas for improvement. Representing Thera Trust, we are lending our voices and the experiences of the people we support to a nationwide conversation on healthcare inequality.

In September, we attended the British Ambassador for France's Garden Party in Paris in honour of the Paralympics. This was in recognition of Andrews work with the Power 100 and Shaw Trust. Andrew had been named in the Power 100 list of 2019 and had then

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

gone on to be a part of the judging panel. The garden party was attended by people from across the disability community who had accomplished remarkable achievements.

It was an honour to have the amazing opportunity to promote Thera Trust and leaders with a learning disability at the event. The garden party was platform to exchange ideas, make connections and celebrate great achievements.

At the end of March, we were approached by King's College, London around a research project in people with learning disabilities work in social care as experts by experience. The research is looking at what experts by experience do in social care and what changes take place when organisations have experts by experience. We look forward to sharing with you more about this research project and our contribution in next year's report.

Andrew Bright and Sara Danby

Group Lead Directors of Quality and Involvement

As the parent company of the Thera Group, Thera Trust has overall responsibility for a variety of governance matters including the appointment of directors to company boards, the strategic planning and monitoring of the Group and a range of regulatory responsibilities.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

Thera Trust aims to support people to have a voice as citizens and increasingly leads a range of specific charitable activities and projects. Thera Trust also leads the Group's fundraising efforts, drawing on skills and experience in other companies in the Group. We seek to influence and make a difference generally for people with a learning disability both locally and nationally.

Thera Trust also provides a range of specialist corporate functions to companies across the Group and can also provide services directly to individuals with a learning disability, such as payroll services to individuals who wish to employ their own staff.

Maria was living in a 1-bedroom flat independently, with some support each day from The Camden Society and other carers. She enjoyed going out in her local community and was a very sociable person involved in her local church and seeing friends regularly.

A few years ago, she began to have more falls at home and had to go into hospital a lot. As she lived on her own, she could often be stuck on the floor for a long time waiting for an ambulance to arrive to help her. This made her very worried about falling, and so she would sit for long periods of time in the same recliner chair and not get up unless there was someone else around. She stopped going out of her flat at all as she had lost so much confidence with her mobility, which was impacting both her physical and mental wellbeing.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

Her support team could see how much this was affecting her and so they arrange a review meeting with Maria, her family and social worker to see what could be done. Her support team also supported some people who lived together in a house nearby, who Maria knew socially from when she used to go out. There was a spare room there, which Maria could move into, which would mean there would always a support worker nearby if she needed it. Maria said she no longer felt safe in her flat, so she was really keen to move, as were her 2 brothers who she talks to regularly. The Camden Society agreed with social services that Maria would have shared support at the house along with 16 hours of 1:1 support just for her.

When she moved in around November 2022, staff worked slowly with Maria to build up her confidence again. They started by encouraging her to do more things for herself around the house. She was initially quite tearful and anxious about falling but, knowing that there was always someone nearby if she needed it, allowed her to get up more and slowly try things.

She needed a lot of support with her personal care, making meals and many other tasks around the house at first, but has rebuilt her confidence and skills with each of these and now does most things independently, including all her personal care. She has settled really well into the home and is enjoying living in her new home.

After several months, as she gained more independence again at home, Maria and her support team started to look at going out of the

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

house again. They helped her get back in touch with places she had previously enjoyed going such as the coffee morning at her local church. At first, a support worker would go along with her to help her get settled and build her confidence. When they saw that she was managing the trip independently and didn't need them there, they talked to her about starting to go independently.

Now in summer 2023 she attends the coffee morning each week independently, booking her own taxi to get her there and back. She also goes into town each week for a walk and to meet friends, as well as going to church each Sunday. Now that she is happy doing these things independently, she can use her 1:1 support hours to go out on trips, for lunch and other things she enjoys doing.

As well as arranging the house move, her support team also helped arrange a medicine review as doctors thought epilepsy seizures may have been triggering the falls. With the new medicines and building confidence again at home, she has become much more stable and confident moving around and has had no falls since she moved in November 2022. When she first moved in, she was assessed as needing a ramp installing to help with 3 steps to the door; however a review a few months later found that this was no longer needed as she was so much steadier.

Next, Maria's support team are going to work with her to start losing some of the weight she gained when she wasn't going out, to help her manage her epilepsy better and enjoy some longer walks. Most

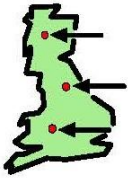
THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

importantly, Maria is now finally able to get back out and enjoy her life, with the right support and encouragement behind her.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

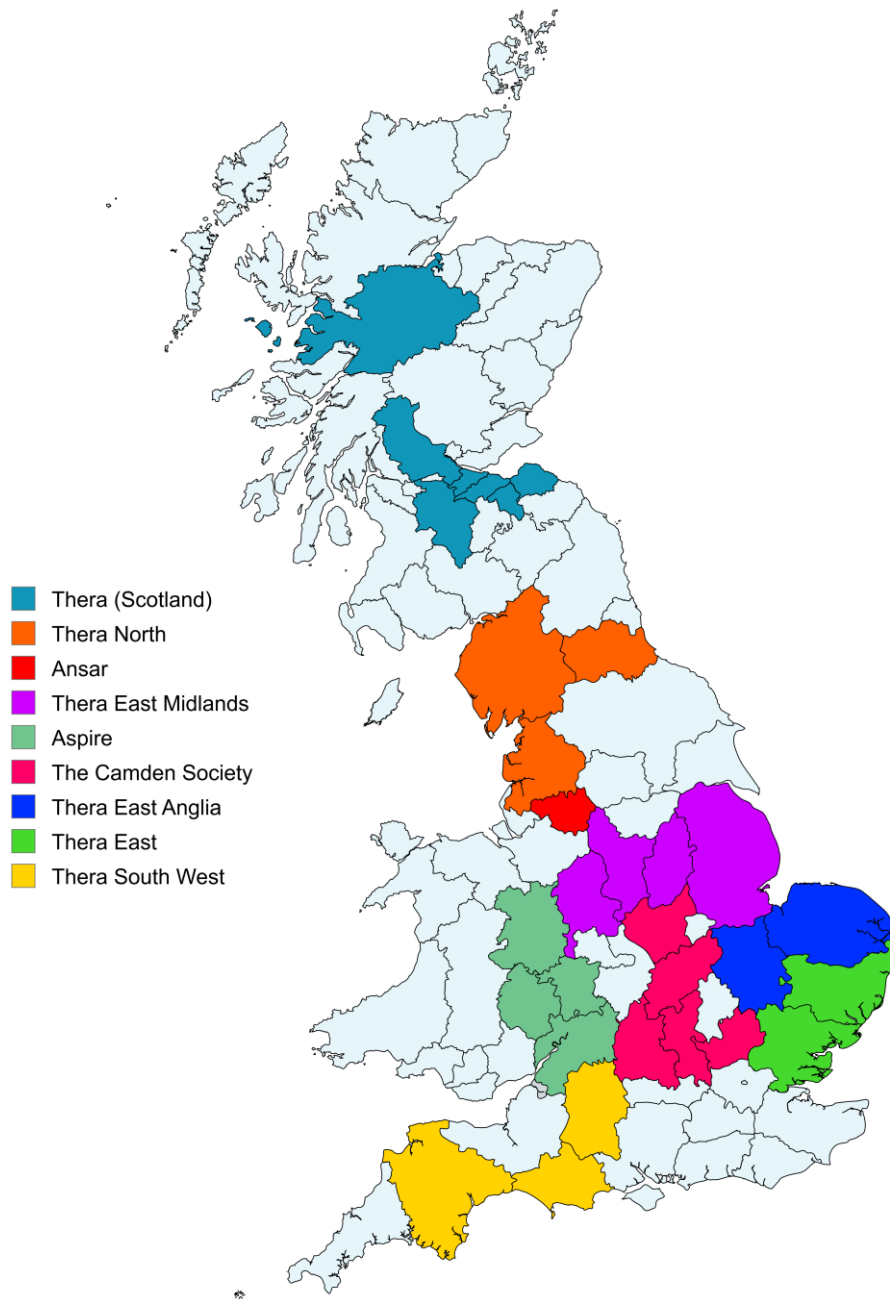


location

Where Thera Works

During 2024-2025, Thera companies continued to support people in many parts of England, in South Wales, in South East Scotland and the Highlands.

This map shows the areas that Thera covers:



Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025



People with a Learning Disability Help Direct and Manage Thera

People who are supported by Thera have a lot of influence on how their Thera regional company is directed and managed, as well as leading the design and delivery of their own support.

People can be company members of their local Thera company, as can families / carers and staff; they are then consulted on a range of important issues that affect the organisation. Company members can also elect an independent director to represent their views on their local company board.

In addition, people with a learning disability are employed as paid executive directors and in a number of other posts across the Group. Directors with a learning disability are responsible for overseeing the quality of the work that Thera undertakes.

26

2 6

Thera is 26 Years Old!

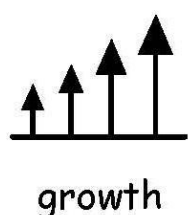
Thera Trust was incorporated on 6 July 1998, as a not-for-profit company limited by guarantee and having no share capital. Thera started trading in August 1998, supporting five people in Cambridgeshire. Thera was registered as a charity on 18 January 2002.

The company was established under a Memorandum of Association which established its objects and powers and is now governed under

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

an updated set of Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1. The total number of such guarantees at 31 March, 2025 was 14 (31 March, 2024: 12).



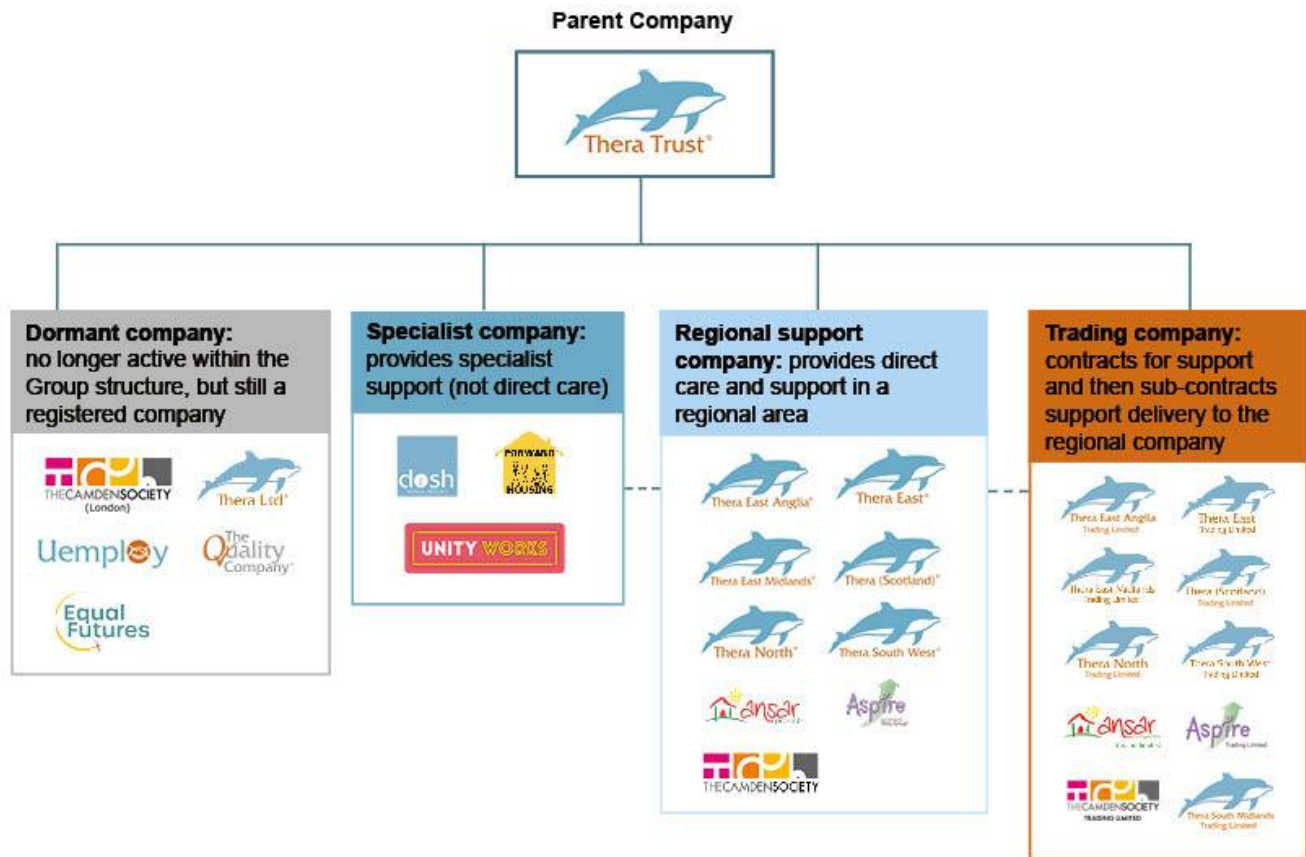
Thera is a large Group of Companies and Charities

As Thera has grown and developed, it has set up a group structure to continue supporting people through a number of smaller, locally focused subsidiary companies as well as with specialist services delivered through national companies. This means that the boards of individual companies are able to govern their company taking decisions which are aligned to the needs and wishes of their specific beneficiaries and customers, involving people with a learning disability in the direction and management of their local company and engaging closely with the local communities in which they work.

These company boards are supported by the Head of Governance, who assists them with the recruitment, induction and training of non-executive directors and provides advice and guidance to ensure those boards can operate effectively. Details of each individual company's activities and money can be found in their respective annual reports and accounts.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

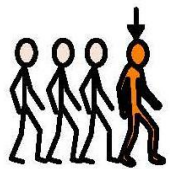


Previous annual reports have set out the history of each of the companies as part of the Group's development.

A review of dormant companies currently in the Group was undertaken. Once final accounting entries were made, and since the financial year end, Uemploy was struck off from the Register of Companies on 27 May 2025. We anticipate that The Camden Society (London), The Quality Company, Equal Futures, and seven dormant trading companies, will also be struck off in the coming year.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025



leadership

Leadership by People with a Learning Disability

Each regional company within the Thera Group has a paid Service Quality Director post on its board or senior management team, responsible for monitoring quality assurance and the design of new types of work as well as representing the views of people with a learning disability on the board and elsewhere and ensuring their influence on the organisation's decisions. These are paid executive roles.

Each Service Quality Director is expected to bring their experience of having a learning disability to the way the board leads the organisation. There are now posts for thirteen paid / remunerated directors with a learning disability across the Group. Some of Thera's specialist companies are also now considering such roles.

Other companies within the Group are also structured to ensure significant involvement of people with a learning disability as members, shareholders, directors, and staff.



staff

Thera Employs Good Staff

At the end of the year, the Thera Group employed just under 3,300 staff (31st March 2024 - 3,300), the majority of whom are support workers. This increase in staff is reflective of a reduction in the use of agency staff and increased recruitment.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

Our staff are the most important part of Thera and we take considerable pride in their achievements, their dedication, and the level of commitment they make every day in delivering high quality support to people. Individual Thera companies have continued to invest in staff by offering first class support, training and development, ensuring that they are capable and motivated to meet the needs of our beneficiaries.

As befits an organisation with Thera's Vision, we are committed to ensuring that all job applicants and employees are treated fairly and valued regardless of gender, disability, race, age, marital status, sexual orientation, religion, colour, ethnic or national origin. We value diversity and social inclusion across all our activities and our recruitment process ensures that all applicants have equal opportunity for employment within the Group.



Thera Trust has achieved the status of a Disability Confident Employer level 1, which recognises that our systems and processes are adapted to encourage the recruitment of staff with a disability and to support them in work.

As well as the now established staff awards scheme, which are under the control of our Employee Consultative Councils in several companies, individual companies continue to explore further initiatives such as long service awards. Thera Trust has continued to maintain its support of these schemes with a £50,000 annual investment.

REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2025



Company News from 2024-2025

Annual reports necessarily highlight key events, achievements, themes, and organisational matters. We should not though forget that, on a day-to-day basis, Thera now supports around 3100 people with over 3,300 staff. It remains the case that over 6000 people therefore rely on the organisation directly in one form or another; not counting people's families and community stakeholders! This is the core of what we do as you can read from the many stories from people we support and members of staff included throughout this report as well as in our Social Impact Report, individual company reports and through our various social media channels.

Stacey moved into a new house in Suffolk last May and began being supported by Thera East. She says she has noticed a real difference in the support she has been getting since joining Thera and shared the impact this has had on her life.

"Where I was living before, I wasn't getting good support. Here it is better, the other people I live with, and the staff, are really nice. I used to just be stuck in my bedroom a lot and now I do lots of things."

Stacey leads a busy life, including working at a charity shop one day a week, going to a social club and enjoying many different activities. She enjoys time at home too, cooking meals and sometimes playing cards with the other 2 people she lives with. They manage the

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

household chores between them, and each week Stacey sits with her support team to plan her weekly activities and meals. She gets out independently, as well as doing things with her support team, like the weekly shop, bowling or going for a walk around town.

Stacey used to work at a local charity shop, but this stopped for a while. Her Thera support team helped her to go back to the shop and ask if she could start working there again. They were very happy to have Stacey back! Stacey's work involves sorting the donations, putting clothes out and meeting the customers, which she really enjoys. She has also recently learnt to use the new till and give the correct change for cash payments.

Stacey's support team introduced her to a new social club on a Thursday evening. She now goes there independently each week to meet up with friends, play pool or darts, enjoy the music and chat. She also met her boyfriend there and they have been seeing each other for 6 months now! The club also holds a regular disco night, which Stacey enjoys.

"Where I was before, I didn't have no friends, but here I've got more friends like at the club now."

Further news and stories can be found in the reports of each individual company.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025



Thera's Money

Thera's accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with Thera's Articles of Association, applicable law, and the requirements of the 'Accounting and Reporting by Charities, Statement of Recommended Practice' and FRS102.

Thera's income in 2024-2025 continued to come largely from contracts with local authorities or NHS organisations. Contract income from these public bodies is provided to people we support on an individual basis, although the extent to which people with a learning disability themselves have a say in how their local authority spends money on their behalf varies considerably across the country. A limited amount of income continues to come directly from individuals supported by Thera, who are taking advantage of the control that Direct Payments and Individual Budgets gives them. Rental income is consistent with last year.

Group incoming resources in 2024-2025 were £101.3m (2023-2024 £91.2m). The overall increase in income is reflective of the increase in care and support needs of the people supported. The increase is also due to the impact of the Local Authority and NHS care and support contract annual fee uplift from Local Authorities and NHS. The fee increases do not fully cover the cost of the increase in the National Minimum Wage and other pay and non-pay inflation.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

During 2024-2025, the Group made a surplus on its charitable activities of £0.8m (2023-2024 loss £-2.7m), before net exceptional costs of £1.1m (2023-2024 £0.9m). As a result, the Group made a net loss before changes in the value of investments and pensions of £-0.3m. The improvement in financial performance was in large part due to the implementation of the transformation plan which included reducing agency staff use, maximising annual fee uplifts and keeping tighter controls over financial expenditure.

The trustees undertook a review of the value of its leasehold and freehold property, which indicated an increase in value across all investment properties of £1.0m and £26k on Fixed Assets.

Actuarial gains on defined benefit pension schemes were £8k.

As a result of all of the above, the Group's reserves at the year end were increased by a net £1.5m. EBITDA³ (before exceptional items) was £2.0m. (2023-2024 £-1.1m.).

Several companies in the Group - The Camden Society, Aspire Living, Unity Works Social Enterprises and Forward Housing - are registered charities. Other than Forward Housing, each had reduced success in local fundraising activities, the details of which are reported separately in their respective reports and accounts.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

Net charitable income and reserves are applied by Thera to the benefit of people with a learning disability through the Group's wider charitable objectives. This may be through support to smaller companies in the Group or specific charitable projects. During the year, trustees again made a number of monetary grants to individuals to meet specific requests for financial support. Trustees have also maintained the discretionary fund to reward individual members of staff who demonstrate a particular contribution to the Charity's objectives.

Details of the results for each of our subsidiary companies can be found in note 15 to the accounts later in this document and in their individual separately published accounts.



investor

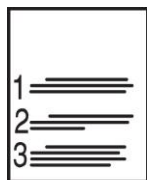
Investor Support

We're really pleased to continue to be supported by a range of individual and institutional investors and we continue to be grateful to all those organisations and individuals who have supported Thera by investing in our bonds.

We are grateful to Rathbones Asset Management Limited, Rathbone Greenbank, Bridge House Estates, CAF Venturesome, Treebeard Trust, Better Society Capital, Tuixen Foundation and The Rafael Trust for their invaluable continued support, alongside many individual investors.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025



plan

Transformation Plan and rescheduling of repayment of bonds

Shortly before the March 2024 year-end, the new Thera Trust Executive team became fully aware of the significant cash flow challenge due to several factors, including: Thera Trust was only able to raise £4.1m. from the planned £5.0m. October 2023 charity bond raise; continuing slow payments for contracts from Local Authorities; and generation of a financial loss for the second year. It was clear that urgent action needed to be taken.

Meetings were held with all three groups of bondholders in April 2024, to ask for the repayment to the 2018 bondholders of their capital in March 2024 to be deferred for six months, to enable the new Executive team to prepare a transformation plan to return the Trust to a surplus over three years. This request was granted.

The three-year transformation plan has four workstreams and is led by the Executive team, supported by a Head of Transformation. The work streams are: 'Operational efficiencies'; 'income generation'; 'simplification of Thera Group structure' and 'Central Services right-sizing'.

In addition to the three-year transformation plan, a five-year financial plan was created which identified options for paying the bondholders back in a financially sustainable way.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2025**

To provide future liquidity and greater insulation for risks, a £4.0m. sale and lease back of property was completed on 23rd December 2024. A £4.5m. Asset backed lending facility was secured in July 2025. This facility is currently unused but will provide headroom against any future headwinds.



transform

Update on the Transformation Plan

Delivery of the short-term targets in 2024-2025 have been delivered. Initial savings were made by restricting discretionary funds which included the Social Investment fund, as well as travel and accommodation. Improvements to date include:

- ✓ 12% reduced agency usage;
- ✓ operational staff turnover reduced to 26%;
- ✓ central services pay savings and effectiveness of £0.6m;
- ✓ closure of the loss-making Camden Society (London);
- ✓ recovery of £1.3m. of old Local Authority debts.

Plans are in place to further grow income by filling vacant tenancies, increase fundraising and increasing fees where needed to ensure that care and support services are appropriately funded, and identify business development opportunities to provide services in new areas of the country.

Delivery of medium-term targets in 2025-2026 included ongoing rationalisation of the Group and delivery of the Operational Restructure - more details of the restructure can be found in the Since

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

the Year End section later in this report. Throughout the period additional savings through more process and systems efficiencies have also been delivered.

Delivery of longer-term targets include achieving a stable and sustainable level of surplus generation, building cashflow resilience and planning to refinance any outstanding debt at March 2029.

The commitment to deliver high quality care and support remains at the heart of our plan and will be monitored throughout the plan.



payments

Rescheduling of bond repayments

Meetings were held with bondholders in September 2024, to propose revised repayment dates of principal which were determined by affordability and Thera needing to maintain £3.5m. to £4.0m. liquidity headroom. The intention is to repay the bonds in order they are due: 2018-2024, then 2020-2026, then 2023-2029. However, the initial payment was paid pro rata to all holders as it was part of the proceeds of a property sale.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

The table below show the new repayment schedule for each series of bonds:



% of principal to be repaid on the Expected Repayment Dates	Expected repayment date	2018-2024 £	2020-2026 £	2023-2029 £
	31 December 2024	10.0%	10.0%	10.0%
	31 December 2025	30.0%		
	31 December 2026	30.0%		
	31 December 2027	30.0%	15.0%	
	31 December 2028		35.0%	
	31 March 2029		40.0%	90.0%
		100.0%	100.0%	100.0%

The first payment, due on 31st December 2024 has been made.

The interest rate on the 2023-2029 bond will remain unchanged at 7.25%.

Interest rates (excl default interest) on the 2018-2024 and 2020-2026 bond are increased and are set out below.

The interest payment date will remain the same, 31st March each year and the interest rate will be paid on the balance outstanding from time to time, adjusted for any repayments.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

Coupon Rates

	Period	2018-2024	2020-2026	2023-2029
From 1 April until 30 September 2024 on 100% principal	6 months	5.5% pa + default interest *(see below)	5.25% pa	7.25% pa
From 1 October until 31 March 2025 on balance outstanding from time to time	6 months	Increased from 5.5% to 6%pa	Increased from 5.25% to 5.75% pa	
Thereafter on				
31 March each year on balance outstanding from time to time	12 months	6% pa	5.75%pa	

* default interest of 3%, for the 18 months from 1st April 2023 to 30th September 2024 has been paid in accordance with the Special Resolution of April 2024.

Interest accrues on principal outstanding on 1st April each year until the next interest payment date.

From 1st October 2024 default interest will no longer be applicable on any of the bonds.



property

Property Purchases and Developments

During the year, we continued to have access to funding under our agreement with Cheyne Capital made available from their Social Impact Property Fund. These funds continued to provide opportunity for Forward Housing to make property available to individuals supported by other Thera companies with a consequent impact on turnover and trading surplus. The fund closed in October 2024 and we are in the process of looking for new Funds to continue to support investment.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

During the year, there were three new developments that had been completed.



investment

Social Investment Policy

Thera Trust's Social Investment Policy allows Thera:

- ✓ To make social investment by way of loan and grant of contracts in accordance with the strategy of Thera Trust for providing services to individuals with a learning disability, their families and carers associated with the Thera Group
- ✓ To make loans and grants available to companies within the Thera Group
- ✓ To make programme related investments by way of grants or loans to organisations outside of the Thera Group

No grants were awarded during the year



money

Reserves

The overall results for 2024-2025 had a positive impact on the Group's reserves. Net assets at 31st March, 2025 were £10.6m. (31st March 2024 £9.0m.). Thera's reserves were made up as follows:

	£'000
Unrestricted Reserves incl. Revaluation Reserve	10,107
Designated Reserves	8
Restricted Reserves	451
Total Reserves at 31 March 2025	10,566

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

Several companies in the Group have net liabilities. These have arisen in general because of the ongoing operational challenges faced by organisations in the social care sector. This is in part driven by costs of the central services and the interest on the intragroup agreement loans.

Thera Group expects that companies will support more people in the future allowing balance sheet deficits to be eliminated over time. In the case of regional companies, there is a specific focus for development activity in the years ahead. However to be prudent, as the intragroup debt has been growing year on year and a decision has been made this year to provide for the value of intragroup debt owed to Thera Trust, or for the net liabilities if that is less for relevant Group companies. This has been undertaken for six of the regional care and support companies for Unity Works Social Enterprises and for DOSH.

The impact of this on Thera Trusts company reserves is £11.6m. There is no impact on the Thera Trust Group position.

Thera Trust will continue to provide financial support to these entities in the short term, but the transformation plan expects a transition to generation of surpluses to further strengthen the Group's financial sustainability.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

Loss making provision of care and support is constantly reviewed to ensure that operational effectiveness moves financial performance to one of surplus generation.



policy

Reserves Policy

Thera's Reserves Policy has been refreshed to reflect guidance from The Charity Commissions CC 19: building Resilience (June 2023) <https://www.gov.uk/government/publications/charities-.highlighting> the different reasons and needs for having a certain level of reserves.

Considerations to assess an appropriate level of reserves include restrictions on different types of reserves; impact of risk; historical commitments and building reserves for future commitments.

The policy seeks to calculate the current reserve and establish a target reserves range. The policy will be update reviewed and updated annually.

The trustees recognise that group free reserves of £0.4m. are insufficient to secure the long-term resilience of the Group. In the short term, the trustees focus is on working capital management and maintaining sufficient cash headroom of £3.0m.- £4.0m. for operational purposes and to meet CQC expectations.

The Transformation Plan outlined in the section below is designed to further improve liquidity, provide the funds to meet obligations to bondholders and to secure longer term free reserves.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025



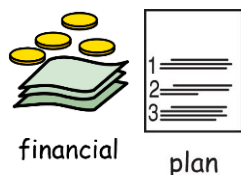
cash

Cash and Working Capital

At the year end, net current assets were £111.6m. (31st March 2024 £6.6m.). This increase primarily reflects sale proceeds from the 12 properties sold in December 2024.

Operating cash increased by £0.1m (2023-2024 decrease of £-2.3m) reflecting the improved overall trading results on the previous year . As a result of trading, the proceeds of the property sale £4.0m., and the repayment of borrowings of £-1.3m., and interest paid £-0.9m. overall cash increased over the year by £1.9m (2023-2024 decrease of £-0.9m.).

Thera's Treasury Management Policy allows only ethical investment of cash balances in money market deposits, UK commercial paper or bonds or sterling certificates of deposit. Thus far monies have only been held on deposit. We are in the process of updating our Treasury Management Policy.



Going Concern

Thera Trust Group Trustees believe that the transformation plan is measured and achievable. On a quarterly basis the plan is re-assessed, and includes undertaking scenario modelling, and identify risks and uncertainties. Preparation of this three year rolling forecast supports the assertion that the accounts should be prepared on a going concern basis.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

The Group is currently on track with the delivery of the transformation plan. The Operational restructure which was implemented from July 2025 will ensure that we are able to:

- ✓ Continue to support people to live great lives, in line with our strategic aims
- ✓ Build the foundations to support more people
- ✓ Reflect best practice
- ✓ Be affordable, now and in the future

Whilst this element of the transformation plan took longer and costed more to deliver due to the complexity of the Group, the process enables the organisation to have appropriately equipped leaders to ensure quality and efficiency going forwards.

The £4.0m. sale and leaseback of the properties and access to a £4.5m. Asset Based lending facility have both provided additional liquidity to ensure that bondholders are paid back in accordance with the revised repayment schedule, and that Thera Trust Group remains financially viable.

As ever for social care providers, the level of funding remains an on-going but significant uncertainty, largely through price inflation, that local authority and NHS commissioners will agree in future years. Thera Trust is actively engaging with local authorities to ensure that the fees for 2025-2026 are fair for the provision that is provided.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

Mitigating actions have been undertaken during the year to address the identified risks so that Thera Trust Group continues to ensure the financial sustainability of the Group and is able to deliver care and support to people with learning Disabilities. This included transferring activities to other entities within the Group.

A decision was made by the board of The Camden Society (London) to wind the company down. Due to escalating pressures within the social care sector and the loss of a significant contract impacting on financial performance, The Camden Society (London) stopped providing support on 31st March 2024 and the company is therefore no longer a going concern.

Similarly, the board of The Camden Society Trading Ltd, who sub-contracted operational work to The Camden Society (London), agreed to cease trading on 23rd September 2024. The Camden Society Trading Ltd is therefore no longer a going concern.

Due to financial pressures and following a review of its activities to find an approach that would be less expensive to deliver, The Quality Company ceased trading on 31st October 2024. From that point onward, the activities of The Quality Company have been delivered through the parent company, Thera Trust, and The Quality Company (the company) has been wound up. The Quality Company Ltd is therefore no longer a going concern.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2025

Due to financial pressures and following a review of its activities to find an approach that would be less expensive to deliver, Equal Futures ceased trading on 31st March 2025. From that point onward, the activities of Equal Futures have been delivered through the parent company, Thera Trust, and Equal Futures (the company) has been wound up. Equal Futures Ltd is therefore no longer a going concern. The next element of the Transformation plan is to further simplify the Group structure. At the date of signing the financial statements, the details of how this simplification will take place is still to be determined.

The trustees remain confident that the Group's balance sheet is strong enough to generate sufficient additional working capital in the short term to support all remaining Group companies on a going concern basis.

The trustees do not at present consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. The trustees are aware that the introduction of UK GAAP FRS102 from January 2026 will require an assessment of the value of all leases and this will be reflected in the FY2027 Financial statements.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025



finance

Financial Covenants

Thera has historically had an obligation to perform positively against three key financial covenants in respect of its bond holdings and also its loan with its lending bank. As a result of the restructure of the bondholder agreements on 3rd September 2024, both the bondholder and loan arrangements have had the financial covenants removed.

The default interest from not meeting the financial covenant in respect of the March 2023 financial statements, was not paid, but instead rolled over into new bondholding in the 2023 bond.

There are new covenants within the bond instruments to enhance oversight and transparency of Thera Trust Groups performance and Thera Trust is actively working to ensure that these covenants are met.



pension

Pensions Liability

The valuation of the Social Housing Pension Scheme in the year to March 2025 showed a slight improvement in the defined benefit liability. The net pension liability for this scheme has decreased from £-353k to £-225k.

Annual additional deficit contributions continue to be made in line with a plan set by the Scheme's actuary. The 2023 triennial valuation

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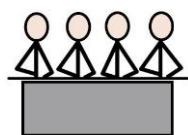
REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

reduced the deficit from £1.6m. to £0.7m. which is to be paid back by 31st March 2028.

Several Thera companies participate in the Local Government Pension Scheme (“LGPS”) for staff who have transferred under TUPE regulations. In all but one case, liabilities are effectively underwritten by the relevant local authority. In the remaining case, an employer-specific valuation is available, setting out the assets and liabilities attributable to Thera.

Changes have reduced the scheme from a surplus of £19k to a surplus of £2k.

The combined liability of these two schemes increased Group reserves by £8k.



directors

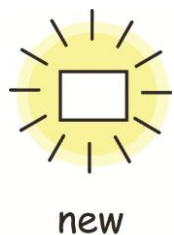
Thera’s Directors (Trustees)

Members of the board of directors, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report, are shown in the company information at the start of this report and accounts.

Thera Group is run by a team of executive trustees, one of whom has a learning disability. They are each equally responsible for the overall strategic direction and performance of the organisation. This structure enables the director with a learning disability properly to say

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

that they are at the top of the organisation. They are treated equally to colleague executive directors in terms of status and pay and have an equal status around the board table as an executive without their voice being filtered. The status of the director with a learning disability in this structure provides leadership example, confidence and ambition for other directors with a learning disability across the Group, and more widely also provides a clear focus for Thera's culture.



New Thera Directors

Our Transformation Plan contains steps to strengthen the governance and leadership arrangements of the organisation. Since the end of the financial year, reviews have taken place of the Group's overarching governance structure, of the company member role, and the composition of the Thera Trust board. Throughout the reporting period, the recruitment, induction and ongoing development of non-executive directors, within the existing Group structure, was a key focus. We recruited both nationally and locally for directors / trustees, including people with a learning disability who wish to be voluntary directors. In 2024-2025, we welcomed 25 new unpaid non-executive directors / trustees, who have increased the wide range of skills on our company boards.

Boards across the Thera Group embraced in-house tools to strengthen their effectiveness and performance. This included

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

carrying out board skills audits, formalising succession plans and working through board self-review exercises.

During the year board activity consisted of a mix of face to face and hybrid or online meetings.

The chairpersons from our companies met both face to face and online during the year to share ideas about good governance, board development and organisational strategy. These sessions are invaluable for developing the links across a complex group and they also serve as peer support for individual chairpersons.

We really appreciate the contribution that unpaid directors / trustees make to the governance and leadership of the Group for the benefit of the people we support. We could not fulfil Thera's Vision without them.

Thera makes sure that it has Good Directors



Recruitment, Induction and Training of Trustees and Directors - Nominations Committee.

During the year, the Nominations Committee consisted of two non-executive and two executive trustees. Its primary role is to manage the appointment of directors (both executive and non-executive) and ensure the effectiveness of boards across the Group.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

New directors and trustees are recruited through a process of open and fair recruitment. Recruitment is carried out through a formal process that involves the input of existing directors / trustees, people supported by the organisation, members of staff, and the Head of Governance. All directors and trustees are subject to references and DBS checks.

During the year, new non-executive directors and other senior leaders attended a revised online central induction to ensure they know Thera and its Vision, the context in which it operates, the role that boards play and their legal responsibilities.

The Articles of Association of Thera Trust state that the Board shall comprise a minimum of four and a maximum of fifteen directors; of which there shall be a minimum of one executive director and a maximum of five. The executive directors and the non-executive directors must each include at least one person with a learning disability. A similar expectation is placed on the boards of other operating companies in the Group.



pay

Unremunerated Directors Decide About Directors' Pay and About Thera's Pensions



pension

Remuneration and Pensions Committee

Throughout the year, the Committee consisted of three non-executive directors, who independently determine the remuneration of executive directors of Thera Trust and of Thera's subsidiary

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

companies. In its remuneration policy, the Committee takes account of good practice guidelines in setting executive pay.

The Committee's approach recognises Thera's unique approach to leadership, and the equal executive team structure working at the top of the Group in line with Thera's Vision. In setting the remuneration of the Group's executive team, the Committee takes account of the breadth of its leadership roles, their professional and functional responsibilities and their shared responsibility for the overall strategic leadership of the organisation. These are considered against relevant and appropriate market data of group structures of comparable size and complexity, and the requirements of the organisation's strategic plan. The Committee has agreed a detailed methodology for setting pay rates and makes its decisions in the context of Thera's decisions on the pay of its entire workforce.

The Committee determined in 2024-2025 that no increases would be made for Thera Trust's directors. The detail of salaries is disclosed in Note 8 to the accounts.

The Committee also has responsibility for ensuring that Thera has in place adequate and appropriate pension arrangements for its staff, for ensuring effective consultation arrangements are in place with staff and to consider and address any potential liabilities. A report to the Committee reviewing Thera's pensions arrangements was considered during 2024-2025.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

Further information on pension schemes across the Group can be found in notes 1(t) and 30 to the accounts.

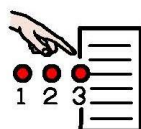


check

Unremunerated Directors Check Thera's Money

Audit and Risk Committee and Auditors

The Audit and Risk Committee comprised four directors from the Thera Trust Board and the financial and operational leads from amongst the Group Executive Team. The Committee met four times during the year.



audit

In 2024-2025 the Committee operated in accordance with a revised and extended terms of reference and a new work programme to ensure it carried out its responsibilities in a timely and effective way. There was also a greater emphasis on monitoring Thera's strategic risk environment and the controls that are in place to mitigate key risks facing the Group.

Imergo Limited took forward an internal audit programme of work during the year.

The Committee recommended the re-appointment of Sayer Vincent as the Group's auditors for the 2024-2025 accounts.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025



changes

Changes to the board sub-committee structure

At the start of the current financial year the board decided to change its sub-committee structure. The new structure has three sub-committees: Finance, Audit & Risk; Impact, Quality & Engagement; Governance, Remuneration & Nominations. At least two non-executive directors sit on each sub-committee, together with two executive directors. Each sub-committee has a new terms of reference and an annual work programme to govern their work.



fundraising

Unremunerated Directors Help with Thera's Fundraising

Thera Trust's fundraising has been overseen by the Fundraising Committee during the financial year 2024-2025, comprising of people from across the Thera Group, including a Non-Executive Chair. Amongst other changes, we have sought to improve our committee structure and fundraising will now report annually into Thera Trust Board to ensure oversight of fundraising activity and high standards of conduct. The Finance, Audit and Risk Committee will continue to monitor the amount of income earned from fundraising.

To mitigate the challenges within the Trusts and Grants market, Thera made the decision to change their Fundraising Strategy to enable exploration of other fundraising income streams. As a result of this, there was a staffing restructure, which removed specialist roles, and introduced a general fundraising expert.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

During the year, Thera Group received £0.2m (2023-2024 £0.2m.) in grants, donations and gifts-in-kind which is targeted both at specific projects and in general support of our charitable objects. The cost of generating these funds was £0.2m.

The fundraising climate across the UK has become increasingly challenging, with greater demand for support and reduction in funds available for organisations not specifically focused on the cost-of-living response. It is expected to remain challenging for some time to come. Growth in our own fundraising is most likely to be driven by diversification of fundraising income.

Some charitable companies in the Group - Aspire Living, The Camden Society and Unity Works Social Enterprises – have each undertaken their own limited fundraising activity. They have made some use of their own staff resource to do so. There was no use of any commercial participator within Thera Group.

We do not undertake door-to-door, face-to-face or direct mail fundraising and public fundraising in general is currently very limited. As a result, the risk of fundraising in relation to vulnerable people is extremely limited. Fundraisers work closely with the Thera Trust's Communications Team to ensure that fundraising communications are easy to understand, respectful of potential donors, provide clarity about the cause and do not mislead in any way. As public fundraising activity increases in the future, the fundraisers are planning to develop training for volunteers and other

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

staff across the Group, to ensure they understand the standards we aim to uphold and what to consider when it comes to vulnerable people and fundraising.

Trustees are not aware of any complaints in relation to fundraising activities. We have clear processes in place as to how complaints will be handled should they arise.

Unremunerated Directors Talk with Thera's Staff

Thera's Vision states "Thera will respect the rights and wishes of people at work, at home and in the community". This demonstrates an approach not only to people supported by the organisation, but also to members of staff and volunteers.

Staff are able to engage formally with the organisation as company members alongside people supported and family members and by electing representatives to a company's Employee Consultative Council, a sub-committee of their Board, providing a direct line of communication between directors and the workforce.

Thera has an established Employee Consultative Council structure in most companies across the Group. Employee Consultative Councils in those Thera companies are chaired by an unremunerated director and consider a range of matters relating to Thera's staff. This includes sharing important information about Thera and finding out



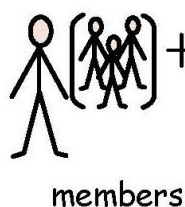
talk

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

what staff think about important decisions that may affect them or, in some cases, formal consultation processes about workforce change.

The Employee Consultative Councils are the main formal mechanism for ensuring that Thera delivers on its philosophy of involvement in relation to its staff and meets its obligations under the Information and Consultation Regulations 2005.



People with a Learning Disability will be Members of Thera

Thera Trust's Membership Committee oversees the membership of the company in line with Thera's Articles of Association. The Committee is chaired by Matthew Smith, Group Director - Learning Disability Leadership.

Thera's founding aim was to be "an organisation directly controlled by people with a learning disability". The vast majority of main operating companies in the Group now have an active company membership comprising people with a learning disability, families / carers, and members of staff.

At 31st March 2025, there were 91 company members of various companies across the Group. A number of companies are actively engaged in increasing the number of their company members better to ensure control by, and involvement of, the people that they support.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025



work together

Engagement with Key Stakeholders

Thera's approach to stakeholder engagement is built into its very structure.

- ✓ We have small local and specialist companies in order that their boards can be close to beneficiaries (people with a learning disability and their families / carers) and members of staff and can engage with the local communities in which they work.
- ✓ Directors with lived experience of learning disability meet face to face with beneficiaries and staff during the year both to assess the quality of Thera's work and also to take feedback to the board. They speak for the interests of beneficiaries around the board table.
- ✓ We promote company membership in order that our beneficiaries have a measure of control over the company that provides their support or that employs them.
- ✓ On some boards, an independent director is elected directly by company members and in that role formally represents the interests of company members and beneficiaries in general to directors.
- ✓ Employee Consultative Committees enable staff to engage directly with senior management and board directors.
- ✓ Thera Trust directors are represented on each subsidiary company board and therefore have direct contact with beneficiaries through the above mechanisms.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

Thera is part of the Care Quality Commission's Market Oversight Scheme with regular quarterly reporting and meetings held during the year to discuss matters of mutual importance. Thera Trust has kept the CQC informed about the progress against the Transformation Plan, who have been supportive throughout the process.

Subsidiary companies manage relationships locally with local authority and NHS stakeholders. This may be through provider fora or formal contract meetings.

Within the Group, boards engage with one another through the Chairs' forum and peer liaison groups as part of internal stakeholder arrangements crucial to the effective governance of the Group.

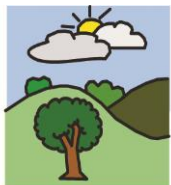
During the year, beneficiaries and staff were still involved in the appointment of executive and non-executive directors with face to face and virtual meetings, providing feedback to boards and Thera Trust's Nominations Committee. In some companies, beneficiaries and staff were directly engaged in the compilation of annual plans in meetings with board directors.

We are grateful to the bondholders who continue to support Thera Trust. We continue to provide them with regular updates on financial performance against the transformation plan.

The appointment of an Independent Director to the Board of Thera Trust supports Key stakeholder engagement.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025



environment

Streamlined Energy and Carbon Reporting (“SECR”)

Thera is committed to good environmental practices and to operating in a sustainable manner in accordance with legislative requirements. It aims to raise awareness of our impact on the environment amongst the people we support and our staff and to work in an environmentally friendly manner.

Our policy is wholly to support and comply with, or exceed, the requirements of current environmental legislation and codes of practice.

Thera is committed to continual improvement in preventing and reducing pollution occurring from our activities, minimising waste, and ensuring the reuse and recycling of goods and materials. We aim to set and review environmental objectives and targets, minimise energy and water usage in our buildings, vehicles, and processes and to increase awareness of energy efficiency. Thera will seek to operate and maintain company vehicles with due regard to environmental issues and encourage the use of alternative means of transport and car sharing amongst our beneficiaries and our staff. As far as possible, we aim to purchase products and services that create the least damage to the environment and encourage others to do the same.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

During the year, we introduced two hybrid vehicles which are being used at support addresses and are measuring the efficiency which is showing a reduction in our greenhouse gas emissions.

We have reduced non-essential travel and made greater use of technology which has lessened the use of the grey fleet vehicles and again is showing a reduction in our greenhouse gas emissions.

Hybrid working is still in place, and we continue to obtain efficiencies from heating and lighting energy use.

During the year we have started to move to a paperless office environment. This will reduce our use of copy paper, ink usage for printers and will give an energy saving as the printers usage will decrease.

		1 April 2022 to 31 March 2023			1 April 2023 to 31 March 2024		
Emission Type	Activity	kWh	tCO2e	% of emissions total	kWh	tCO2e	% of emissions total
Scope 1 - direct emissions	Natural Gas	470,766	85.93	16%	431,894	79.01	16%
	Vehicle fuel	292,870	70.62	13%	171,604	40.89	8%
	Sub-total	763,637	156.6	28%	603,499	119.90	24%
Scope 2 - indirect emissions	Electricity	407,608	78.82	14%	252,584	52.30	11%
	Sub-total	407,608	78.8	14%	252,584	52.30	11%
Scope 3 - other indirect emissions	Grey Fleet	1,274,508	314.45	57%	1,403,725	321.37	65%
	Sub-total	1,274,508	314.4	57%	1,403,725	321.37	65%
TOTALS		2,445,753	549.82	100%	2,259,808	493.57	100%

Metric	1 April 2022 to 31 March 2023	1 April 2023 to 31 March 2024
Employees	3,066	3,259
tCO2e per employee	0.18	0.15

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

We have used the number of employees as the base measure for the intensity ratio of carbon usage as being most representative of the size of the organisation. The resulting intensity ratio will then best reflect changes in operation and energy consumption over time. We have followed the GHG Protocol Corporate Accounting and Reporting Standard and we have used the 2019 UK Government's Conversion Factors for Company Reporting. The energy efficiency narrative methodology has been created based on energy management best practice and we have used the financial control approach for the scope of this report.



business

Related Party Transactions

Related party transactions are detailed in Note 10 to the accounts.



risk

Managing Risk

The trustees assess the major risks to which Thera is exposed through a risk management strategy, which is reviewed annually. Trustees then review key risks throughout the year, particularly through the Finance, Audit & Risk Committee which considers the Group Strategic Risk Register at every meeting and also conducts deep dives into critical risks.

Key risks that are inherent in Thera's work include: the abuse or neglect of vulnerable people; a failure by one or more of our companies to comply with CQC standards or other regulatory

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

obligations; a failure to meet our financial liabilities as they become due; or a failure to realise Thera's Vision.

All of Thera's regional care and support companies (including Aspire Living, Ansar Projects, and The Camden Society) are registered with the Care Quality Commission (in England) or the Care Inspectorate (in Scotland). Of the fourteen registered companies / locations with the Care Quality Commission, all have met or been assessed to have an overall rating of 'Good', with one company receiving an overall rating of 'Outstanding'. Of the three registrations with the Care Inspectorate Scotland, all have been inspected recently, one has achieved a rating of 'Good', with both others achieving a rating of 'Very Good'.

There is a risk that Thera is not able to deliver its Transformation Plan to return it to financial sustainability. This risk is being monitored by both the Executive and the Thera Trust Board on a regular basis, with contingency plans in place to ensure that progress remains on track.

The Group continues to face risk in its ability to deliver its contracts, its wider charitable activities, and to its financial position from challenges with the funding environment. Although there have been improvements in staff recruitment and retention, workforce challenges also remain, and the labour market is still difficult. The use of temporary (agency) workers remains a risk into the 2025-26 financial year – though the previous financial year showed a reduction in the use of agency staff. The increasing costs of

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

employing staff, and the parallel lack of sufficient funding from local authorities, has resulted in some contracts becoming loss-making. Difficult decisions to hand back contracts, including closing one operating subsidiary, have necessarily been made and further risk of this remains, albeit not to any material extent in relation to the Group's overall activities.

In addition, a secondary risk arises from similar staff shortages within local authorities themselves, who are finding it more difficult to process invoices with a consequent delay in settlement of invoices having a negative impact on cashflow.

The social care market in which Thera operates continues to experience significant funding challenges as commissioners attempt to reconcile increasing demand within a tighter funding environment.

Thera primarily supports people with a learning disability who have a substantial and critical assessed need. Accordingly, these individuals are at a much lower risk of having their support reduced through funding challenges, with local authorities and commissioners continuing to prioritise this area of spending. Like all care and support service providers, Thera is exposed to a range of external factors that may put pressure on continuing the provision of care and support to a person with a learning disability. However, the specialist area of the market in which Thera works, benefits from much lower levels of this pressure, as it is in both the commissioning body and the

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

individual's long-term interests to maintain continuity of support, particularly of the high-quality nature that Thera provides.

Nevertheless, whilst the volume of activity is likely to be maintained or increased, there is a risk that public sector funding constraints may impact on Thera's ability to meet the increasing cost pressures in the labour market as described above.

The trustees have also identified risks arising from:

- ✓ A cyber-security incident or substantial data protection failure
- ✓ Moves towards commissioning models that are incompatible with Thera's Vision
- ✓ Organisational failures in Health & Safety
- ✓ Loss of key leadership and management
- ✓ A pandemic or other large-scale outbreak of serious illness

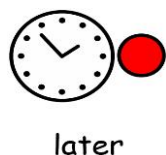
Trustees are satisfied that our companies have processes and systems in place to mitigate or minimise the incidence and impact of risks, acknowledging however that some risks remain outside the organisation's control. Each company takes a proactive approach to risk management and trustees / directors review current and significant risks at each of their meetings. There have been improvements made to the Organisational Risk Management Policy that now include company risks management and overall organisational risk management. A toolkit has been produced which

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

supports implementation of the policy, including risk registers and risk identification and management tools.

Thera Trust's Health & Safety Committee, and those of subsidiary companies, provide the formal mechanism for Thera jointly with staff safety representatives to fulfil their obligations under health and safety legislation and in line with their Health and Safety Management System. The Thera Group Health and Safety ensures that group risks are monitored and managed.



Since the Year End

The Group is currently on track with the delivery of the transformation plan.

Property Sales

The Devon portfolio of six properties was sold by Forward Housing in April 2025 which generated £2.3m. cash. In addition, Thera Trust secured access to a £4.5m. Asset Based lending facility in July 2025 to provide additional liquidity to ensure that bondholders are paid back in accordance with the revised repayment schedule, and that Thera Trust Group remains financially viable.

Operational Restructure

During 2025, there has been a focus on ensuring our leaders are fully supported to deliver great care and support. In order to do this, we have restructured the operational leadership teams, created more

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

time for leaders to lead teams and commenced an exciting leadership programme.

The four drivers behind the review of our operational restructure were:

- ✓ Supporting people to live great lives, in line with our strategic aims
- ✓ Building the foundations to support more people
- ✓ To reflect best practice
- ✓ To be affordable, now and in the future

The restructure required investment to ensure the organisation had appropriately equipped leaders. Leadership development is now in place to ensure quality and efficiency moving forward. Exceptional costs will be reflected in year one but will deliver efficiencies moving forward.

Invoice Group Wide Invoice Financing Facility

On 7th July 2025, Thera Trust alongside other Group companies providing care and support secured a £4.5m Group Invoice financing facility.

There are currently no plans to use the facility in the three-year transformation plan. The facility will be only used to provide temporary cash to support any unforeseen financial challenges that the Group may face. The facility provides time for plans to be put in place to address and resolve the challenges.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

Group Restructure and Simplification

Activities have been transferred to other entities within the group to support financial sustainability, these included:

- ✓ The Camden Society Trading Ltd ceased trading on 23rd September 2024
- ✓ The Quality Company ceased trading on 31st October 2024.
- ✓ Equal Futures ceased trading on 31st March 2025

The next element of the Transformation plan is to further explore opportunities to simplify the Group structure.

Thera Trust was founded in 1998 with a clear vision: that people with a learning disability can be leaders in society. We are proud of our history and our founding principles, including our group structure, which was introduced in 2003. We have continuously strived to keep people at the heart of what we do, whilst navigating challenges in the social care sector. Our commitment to supporting people with a learning disability to live great, ordinary lives has led to the decision to work together as one organisation – Thera Trust. This demonstrates our resilience and adaptability to the changing environment that we work in, including uncertainty around funding, by enabling us to respond to challenges and be sustainable for years to come.

We are not losing the essence of what makes Thera, Thera with this change; our experience and learning has informed the future, and we will continue to ensure a local approach and leadership by people

THERA TRUST

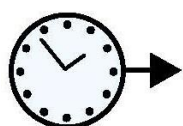
REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

with a lived experience. Despite challenges and uncertainties in the sector, we are optimistic about the future and look forward to continuing to support people with a learning disability to live great, ordinary lives together.

At the date of signing the financial statements, the details of how this simplification may take place is still to be determined.

Contractual Issue

A contractual and VAT issue is currently subject to negotiation between one local authority, HMRC and a Thera subsidiary. The end result is either expected to have a nil effect, or any resulting liability will not be material to Thera Trust (who will meet the liability on the subsidiary's behalf).



future

Securing Thera's Future

Thera's three-year transformation plan and the five-year financial plan enables the delivery of sustainable changes to the Trust to ensure its financial sustainability into the future and at the same time enable repayment of the bondholders in an affordable way.

The commitment to deliver high quality care and support remains at the heart of our plan and will be monitored throughout the plan.

Disclaimer

The content of this report and, in particular, the financial information and any forward-looking statements, is provided for information. Except where stated otherwise, the financial information is unaudited and may

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

be subject to change. As a result, the information should not be relied upon to make investment or any other decisions.

This section explains that the directors have told the Auditor everything they should and that they have worked within the law.

DISCLOSURE OF INFORMATION TO THE AUDITOR

Each of the persons who are directors at the time when this Directors' Report is approved under Section 418 of the Companies Act 2006 has confirmed that:

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

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2025

This section asks the Company Members to agree that the Auditor, Sayer Vincent Limited, be chosen again as the company's Auditor.

RE-APPOINTMENT OF AUDITOR

In accordance with s.485 of the Companies Act 2006, a resolution is to be proposed at the Annual General Meeting for the reappointment of Sayer Vincent LLP as auditor of the Company.

The report of the directors and trustees, which includes the strategic report, has been approved by the trustees on 10 December 2025, 2025 and signed on their behalf by:

Sally Warren
Trustee

Kathryn Platts
Trustee

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

This page explains that the Auditor is reporting that the accounts give a true and fair view of the company and that they are put together as the law says they should be put together.

OPINION

We have audited the financial statements of Thera Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the consolidated and parent charitable company statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2025 and of the group's and parent charitable company's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

This section explains that the Auditor has audited (checked) the accounts and that they are reporting to Company Members.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent 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 Thera Trust's ability to continue

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

OTHER INFORMATION

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group 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.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

This section explains that the Auditor must tell us if they are unhappy with how the directors managed the company.

The Audit report says that there is nothing bad the Auditor wishes to report to Company Members.

OPINIONS ON 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 trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

of the audit, we have not identified material misstatements in the trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company 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.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

**Trustee Directors' responsibilities are explained on page 5.
This page explains that it is the Auditor's responsibility to audit (check)
the accounts as the law says they should.**

RESPONSIBILITIES OF TRUSTEE DIRECTORS

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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 group's and the parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

This page explains how the Auditor checks the accounts.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

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

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

CAPABILITY OF THE AUDIT IN DETECTING IRREGULARITIES

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, internal audit and the audit committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

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

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

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 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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.

Jonathan Orchard (Senior statutory auditor)

22 December 2025

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

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

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

You will see that this report and accounts also includes accessible information so that the directors of Thera Trust are ensuring that all Company Members, including those with a learning disability, are able to fulfil their duties in law including to receive the accounts and to appoint the directors and Auditor.

The law does not say we must provide this information, but Sayer Vincent LLP says it is in line with the statutory report and accounts.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

SUMMARY OF MONEY

For the year ended 31 March, 2025

What we have earned and what we have spent: **£**

Money in	101,276,364
What we spent on staff	(87,673,435)
Other money spent	(13,932,491)
Revaluation of houses	1,803,519
Pension valuation	8,000
Money we got in more than money we spent	<u>1,481,957</u>

What Thera Trust has at 31 March, 2024: £

Land, houses and buildings	1,467,619
Equipment	626,518
Investment properties	9,918,506
Stocks we own	8,411
How much cash we have in the bank	4,396,651
What we are owed by others	12,425,654
What we owe to others	<u>(18,277,101)</u>
Net amount Thera Trust has at 31 March, 2024	<u>10,566,258</u>

THERA TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(incorporating an income and expenditure account)

for the year ended 31 March 2025

	Note	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Income from:							
Donations and grants	3	59,639	131,896	191,535	70,110	85,527	155,637
Charitable activities							
Supporting people with a learning disability	4	98,613,022	418,494	99,031,516	88,551,451	507,363	89,058,814
Rental income	4	2,052,909	-	2,052,909	2,013,228	-	2,013,228
Other income		-	-	-	4,000	-	4,000
Investments		404	-	404	2	-	2
Total income		100,725,974	550,390	101,276,364	90,638,791	592,890	91,231,681
Expenditure on:							
Charitable activities							
Raising funds	6	79,743	-	79,743	187,214	-	187,214
Supporting people with a learning disability	6	99,842,495	582,256	100,424,751	92,813,476	562,345	93,375,821
Exceptional items	6	1,101,432	-	1,101,432	921,505	-	921,505
Total expenditure		101,023,670	582,256	101,605,926	93,922,195	562,345	94,484,540
Net income / (expenditure) before net gains on investments		(297,696)	(31,866)	(329,562)	(3,283,404)	30,545	(3,252,859)
Net gains on investment properties	13	1,057,952	-	1,057,952	953,816	-	953,816
Net gains on fixed assets	13	26,400	-	26,400	-	-	-
Net gains on disposal of investment properties	13	719,167	-	719,167	-	-	-
Net income / (expenditure) before other recognised (losses) / gains		1,505,823	(31,866)	1,473,957	(2,329,588)	30,545	(2,299,043)
Net actuarial gains / (losses) on defined benefit pension schemes	29	8,000	-	8,000	(247,000)	-	(247,000)
Net movement in funds		1,513,823	(31,866)	1,481,957	(2,576,588)	30,545	(2,546,043)
Reconciliation of funds:							
Total funds brought forward		8,601,033	483,268	9,084,301	11,177,621	452,723	11,630,344
Total funds carried forward	22	10,114,856	451,402	10,566,258	8,601,033	483,268	9,084,301

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 22 to the financial statements.

THERA TRUST

BALANCE SHEETS

as at 31 March 2025

COMPANY REGISTRATION NUMBER 03593418

		Group		Charity	
	Note	2025 £	2024 £	2025 £	2024 £
Fixed assets:					
Tangible assets	12	2,094,137	2,201,160	1,089,953	1,168,069
Investment properties	13	7,640,887	12,134,554	-	-
		9,735,024	14,335,714	1,089,953	1,168,069
Current assets:					
Property held for sale		2,277,619	-	-	-
Stocks		8,411	6,073	-	-
Debtors (including those due in more than one year)	16	12,425,654	11,384,037	16,018,995	28,098,685
Cash at bank and in hand		4,396,651	2,521,482	791,229	774,418
		19,108,335	13,911,592	16,810,224	28,873,103
Current liabilities:					
Creditors falling due within one year	18	(7,502,624)	(7,266,481)	(3,019,554)	(2,547,177)
Net current assets		11,605,711	6,645,111	13,790,670	26,325,926
Total assets less current liabilities		21,340,735	20,980,825	14,880,623	27,493,995
Long term liabilities:					
Creditors falling due after one year	20	(10,552,297)	(11,562,276)	(11,226,113)	(12,162,276)
Net assets excluding pension liability		10,788,438	9,418,549	3,654,510	15,331,719
Defined benefit pension scheme liability	29	(222,180)	(334,248)	(223,102)	(351,861)
Total net assets		10,566,258	9,084,301	3,431,408	14,979,858
Funds:					
Restricted income funds		451,402	483,268	331,845	265,314
Unrestricted income funds:					
Designated funds		8,497	8,497	8,497	8,497
Revaluation reserve		3,885,583	2,333,645	14,667	32,867
General funds		6,220,776	6,258,891	3,076,399	14,673,180
Total unrestricted funds		10,114,856	8,601,033	3,099,563	14,714,544
Total funds	22	10,566,258	9,084,301	3,431,408	14,979,858

The deficit of the Charity for the year ended 31 March 2025 was £11,548,450 (31 March 2024: surplus - £487,230).

Approved by the trustees on 10 December, 2025 and signed on their behalf by

Sally Warren
Trustee

Kathryn Platts
Trustee

THERA TRUST

CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended 31 March 2025

	Note	£	2025 £	£	2024 £
Net cash provided by / (used in) operating activities	23		112,886		(2,344,424)
Cash flows from investing activities:					
Proceeds from the sale of fixed assets		-		4,000	
Proceeds from sale of investment properties		3,993,167		-	
Purchase of fixed assets		(190,836)		(229,734)	
Interest received		404		2	
Net cash provided by / (used in) investing activities			3,802,735		(225,732)
Cash flows from financing activities:					
Repayments of borrowing		(1,322,024)		(1,629,742)	
Receipts from issue of new bonds		158,171		4,105,324	
Repayments of obligations under a finance lease		-		(22,110)	
Interest paid		(876,599)		(754,779)	
Net cash (used in) / provided by financing activities			(2,040,452)		1,698,693
Change in cash and cash equivalents in the year			1,875,169		(871,463)
Cash and cash equivalents at the beginning of the year			2,521,482		3,392,945
Cash and cash equivalents at the end of the year	24		4,396,651		2,521,482

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

1 Accounting policies

a) Statutory information

Tera Trust is a charitable company limited by guarantee and is incorporated in the United Kingdom (England and Wales). The registered office address is 134, Edmund Street, Birmingham, B3 2ES. The operating address is The West House, Alpha Court, Swingbridge Road, Grantham, NG31 7XT. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

b) Basis of preparation

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

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

These financial statements consolidate the results of the charitable company and its wholly-controlled subsidiaries ("the group") on a line by line basis. Transactions and balances between the charitable company and its subsidiaries have been eliminated from the consolidated financial statements. Balances between the companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in Sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees of the charitable company ("the Trustees") consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The Trustees believe that the transformational financial plan (discussed in more detail within the Trustees' Annual Report) is measured and achievable. The Group has undertaken scenario modelling, and has reviewed risks and uncertainties (including the impact of the increase in National Minimum wage and Employers National Insurance contributions and the potential levels of funding from local authorities to pay for these increases) in determining that the accounts should be prepared on a going concern basis. The Group is currently on track with the delivery of the transformation plan.

The Trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

All income is included in the consolidated Statement of Financial Activities (SoFA) when the Group is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Income represents contracts with Local Authorities, NHS and other organisations and individuals, to provide support to people with a learning disability, along with grants, donations, recharges and rental income.

THERA TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

1 Accounting policies (continued)

e) Income (continued)

Donations

For donations to be recognised, the Group will have been notified of the amounts and the settlement date in writing unless otherwise stated in the relevant accounting policy or note. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the group and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the Group has control over the item. Fair value is determined on the basis of the value of the gift to the Group, for example the amount the Group would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' annual report.

Supporting people with a learning disability

Income from supporting people with a learning disability is recognised as income when the support is provided.

Fees for care, support and services comprise income receivable from health authorities and social services departments under contracts for the supply of care, support and services, fees receivable from individuals for domiciliary or residential care and other services to people with a learning disability.

Work is undertaken on a contractual basis and any income is recognised in accordance with the terms of the contract. In general terms, this means that income is recognised as support is provided.

Investment income

Investment income is earned through holding assets for investment purposes such as property. It may include dividends, interest or rent. It is included when the amount can be measured reliably. Interest income is recognised using the effective method and rent income is recognised as the group's right to receive payment is established.

Grants

Grants receivable are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Other income

Other income comprises charges for the provision of office accommodation, provision of management services, re-charged service costs and other sundry income.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the group; this is normally upon notification of the interest paid or payable by the bank or other deposit taker.

THERA TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

1 Accounting policies (continued)

g) Fund accounting

Restricted funds

Restricted funds represent grants and donations received which are allocated by the donor for specific purposes.

Unrestricted funds and designated funds

Unrestricted funds represent funds that are expendable at the discretion of the Trustees or the trustees of its charitable subsidiaries in the furtherance of the objects of the group. Such funds may be held in order to finance both working capital and capital investment.

Designated funds are those funds which are unrestricted in nature but which have been designated by the Trustees or the trustees of its charitable subsidiaries to be used in a particular manner.

h) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Expenditure on charitable activities
- Other expenditure represents those items not falling into the categories above

Charitable expenditure comprises those costs incurred by the group in the delivery of activities and services for its beneficiaries.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the group and include audit fees.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity comprise both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT

The group is unable to recover all of the VAT payable by it. Irrecoverable VAT is charged as a cost.

i) Taxation

Thera Trust, Forward Housing, The Camden Society, Unity Works Social Enterprises, Equal Futures and Aspire Living are exempt from income tax and capital gains tax under Section 505 ICTA1988.

j) Operating leases

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

THERA TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

1 Accounting policies (continued)

k) Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. The cost less the estimated residual value of tangible fixed assets is depreciated over their estimated useful lives as follows:

• Freehold land is not depreciated	
• Freehold buildings	2 - 4% straight line
• Leasehold buildings	Straight line over the lease term
• Leasehold improvements	Straight line over the lease term
• Office equipment	20 - 33.3% straight line
• Furniture and fittings	20 - 33.3% straight line

Where fixed assets have been revalued, any excess between the revalued amount and the historic depreciated cost of the asset will be shown as a revaluation reserve in the balance sheet.

l) Investment properties

Investment properties are included at fair value. Any gain or loss on sale or revaluation is taken to the Statement of Financial Activities. Realised gains and losses are calculated as the difference between sales proceeds and original cost. Unrealised gains and losses of the year are calculated as the difference between the fair value at the year end and the opening fair value or purchase date if later. No depreciation is charged on investment properties in accordance with the Charities SORP.

m) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount pre-paid.

n) Leasing and hire purchase commitments

Rentals payable under leases or hire purchase agreements are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

o) Cash at bank and in hand

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible into known amounts of cash with insignificant risk of change in value. Cash balances exclude any funds held on behalf of service users, see note 18.

p) Creditors and provisions

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

q) Financial instruments

The charitable group enters into only basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties and loans from related parties. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

1 Accounting policies (continued)

q) Financial instruments (continued)

The bonds issued by the parent charitable company included within creditors are basic financial instruments and are initially measured at the transaction value and subsequently at redemption value. The interest payable is charged as a financing cost to the Statement of Financial Activities on the date it is due for payment. The transaction costs in respect of setting up each bond are included within the balance sheet as a net adjustment to the liability and then spread over the life of the bond (after the bond is formally closed) and charged as a financing cost to the Statement of Financial Activities.

r) Pensions

Defined benefit multi-employer schemes

Thera East Midlands participates in the Nottinghamshire County Council Local Government Pension Scheme, Aspire Living participates in the Worcestershire County Council's Local Government Pension Scheme, The Camden Society participates in the Oxfordshire Pension Fund and Thera South West participates in the Wiltshire County Council's Local Government Pension Scheme. These are defined benefit schemes. Contributions to the schemes are charged against net income in the period in which they are payable. The pension charges are based on a full actuarial valuation as disclosed in the relevant note to the financial statements. Contributions for these schemes are set by a qualified Actuary.

Thera Trust participates in The Pensions Trust Social Housing Pension Scheme (DB). Thera Trust, Thera East, Thera East Anglia, Thera East Midlands, Thera North, Thera South West and the Camden Society also participate in the NHS Pension Scheme which are defined benefit schemes. Contributions to both schemes are charged against net income in the period in which they are payable. The pension charge is based on full actuarial valuations as disclosed in the relevant note to the financial statements. Contributions for the NHS Pension scheme are set by the Government Actuary.

Defined contribution schemes

Some of the Group's companies (Thera Trust, Thera North, Thera East, Thera East Anglia, Thera East Midlands, Thera (Scotland), Thera South West, Forward Housing and Dosh) participate in The Pensions Trust Ethical Fund. The scheme is a defined contribution scheme and the pension charge represents the amounts payable by each company to the fund in respect of the year.

Thera Trust and Aspire Living participate in The Pensions Trust Social Housing Pension Scheme (DC) and contributions are charged against net income in the period in which they are payable. The scheme is a defined contribution scheme and the pension charge represents the amounts payable by each company to the fund in respect of the year.

The Camden Society participates in the Flexible Retirement Plan TPT. The scheme is a defined contribution scheme for the benefit of its employees and the pension charge represents the amounts payable by each company to the fund in respect of the year.

Aspire Living participates in a Group Personal Pension Plan administered by Clerical Medical. The plan is a defined contribution scheme and the pension charge represents the amounts payable by the company to the fund in respect of the period.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

1 Accounting policies (continued)

r) Pensions (continued)

Equal Futures and Aspire Living Limited participate in the government's NEST pension scheme. The plan is a defined contribution scheme and the pension charge represents the amount payable by each company to the fund in respect of the period.

Some of the Group's companies (The Camden Society, Unity Works Social Enterprises, Ansar Projects, Thera East Midlands, Thera North, Thera South West, The Quality Company, Aspire Living, Dosh, Thera East, Thera East Anglia and Thera (Scotland)) participate in The People's Pension Fund. The plan is a defined contribution scheme and the pension charge represents the amount payable by each company to the fund in respect of the period.

In 2010 Forward Living, a company limited by guarantee, which has since been struck off the register of companies, ceased to participate in The Pensions Trust Growth Plan. As a result a contingent liability was triggered amounting to £86,569 for which Thera Trust acts as guarantor.

s) Parent charity and financial support

An Intra-Group Agreement exists between Thera Trust and twenty four of its subsidiaries. This Intra-Group Agreement incorporates a Funding Agreement, which allows Thera Group companies to benefit from the movement of funds around the Group. Each subsidiary, other than The Camden Society, Equal Futures and Thera Limited, has acceded to this Intra-Group Agreement with Board approval. In addition to this, Thera Trust and its subsidiaries have all individually agreed not to demand the repayment of any inter-company borrowings within twelve months of the date on which the balance sheet is signed. Any amounts due to or from Group companies that have been shown as due within one year relate to balances arising from operational activities and gift aid. A market rate of interest has been charged on balances between group companies.

2 Judgements in applying accounting policies and key sources of estimation uncertainty

The trustees of the charitable company make estimates and assumptions concerning the future. Management are also required to exercise judgement in the process of applying the charitable company's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

In preparing these financial statements, the Trustees have delegated authority to management to make the following judgements:

Group financial support

The Trustees have provided assurance to the directors of all the subsidiaries within the Thera Group that have acceded to the Intra-Group Agreement, as referred to above, that adequate financing is in place to meet the group's financing needs. This has enabled the directors of these subsidiaries to confirm that management can prepare the accounts on a going concern basis.

Even though The Camden Society has not acceded to the Intra-Group Agreement, Thera Trust agrees to financially support this subsidiaries.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

2 Judgements in applying accounting policies and key sources of estimation uncertainty (continued)

Leases

Management determines whether leases entered into by the company either as a lessor or a lessee are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis based on an evaluation of the terms and conditions of the arrangements, and accordingly whether the lease requires an asset and liability to be recognised in the balance sheets.

Investment properties - owned

Investment properties owned by Forward Housing, The Camden Society and Aspire Living Limited are valued based either upon vacant market possession, where appropriate, or upon the then current and future rental yields on properties where a lease to a Registered Housing Provider is currently in place.

Recognition of leased investment properties at donated value

A Framework Agreement between Touchpoint Housing (FH) S.A.R.L. (a subsidiary of Cheyne Capital), Thera Trust and Forward Housing was completed in July 2015 and a variation to the Agreement effective from 31 March 2017. During the current year 12 of Forward Housing's own properties were sold to Touchpoint Housing and then leased back. At 31.3.25, Forward Housing had control over a portfolio of 77 properties. These are by way of a 20 year, renewable lease, with the start date being the date of purchase (the earliest dates commencing in 2015) with the right to purchase at the end of the lease. These were sub-leased to Empower Housing Association, a Registered Housing Provider who granted assured tenancies in the properties to people with a learning disability.

The Trustees have reviewed the accounting treatment of this portfolio and have decided to recognise an asset on the balance sheet. The asset represents the economic benefit inherent in the sub-leases measured at fair value by the trustees on the basis of the net present value of future cashflows. The trustees will assess the fair value of the asset at each balance sheet date with changes in fair value being reflected in the Statement of Financial Activities. Changes in the fair value will be affected by the changes in the rate of the Consumer Prices Index (CPI) to which rental flows are linked.

No consideration has been granted in relation to the value of these properties, and the asset has therefore been recognised by way of a gift in the Statement of Financial Activities in the year.

Impairment of other assets

Management reviews the carrying value of all other assets for indications of impairment at each period end. If indicators of impairment exist, the carrying value of the asset is subject to further testing to determine whether its carrying value exceeds its recoverable amount. This process will usually involve the estimation of future cash flows which are likely to be generated by the asset.

Recoverability of trade debtors

Trade and other receivables are recognised to the extent that they are judged recoverable. Management reviews are performed to estimate the level of reserves required for irrecoverable debt. Provisions are made specifically against invoices where recoverability is uncertain.

Management makes allowance for doubtful debts based on an assessment of the recoverability of debtors. Allowances are applied to debtors where events or changes in circumstances indicate that the carrying amounts may not be recoverable. Management specifically analyses historical bad debts, customer creditworthiness, current economic trends and changes in customer payment terms when making a judgement to evaluate the adequacy of the provision for doubtful debts. Where the expectation is different from the original estimate, such difference will impact the carrying value of debtors and the charge in the Statement of Financial Activities.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

2 Judgements in applying accounting policies and key sources of estimation uncertainty (continued)

Provisions

A provision is recognised when the company has a present legal or constructive obligation as a result of a past event for which it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. If the effect is material, provisions are determined by discounting the expected future cash flow at a rate that reflects the time value of money and the risks specific to the liability.

Whether a present obligation is probable or not requires judgment. The nature and type of risks for these provisions differ and management's judgement is applied regarding the nature and extent of obligations in deciding if an outflow of resources is probable or not.

3 Income from donations and grants

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Donations	13,725	3,082	16,807	54,577	12,537	67,114
Apprenticeship levy						
Government Grant	-	38,598	38,598	-	29,603	29,603
Other property specific projects	-	67,783	67,783	-	-	-
Scottish Government -NVQ	-	12,000	12,000	-	17,100	17,100
The National Lottery	-	-	-	-	9,200	9,200
The Cicely Northcote Trust	-	-	-	-	6,067	6,067
University of Bristol - Wellbeing Project	-	-	-	-	10,000	10,000
MariaMarina Foundation	40,000	-	40,000	-	-	-
Other	5,914	10,433	16,347	15,533	1,020	16,553
	<u>59,639</u>	<u>131,896</u>	<u>191,535</u>	<u>70,110</u>	<u>85,527</u>	<u>155,637</u>

Included in the above is £102,079 (2024: £62,236) relating to income from Government grants.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

4 Supporting people with a learning disability

The Group received income for supporting people with a learning disability from local authorities, other organisations and individuals within the following areas shown below. In addition, rental income includes aggregate rentals receivable in relation to operating leases totalling £2,052,909 (2024: £2,013,228).

	2025 £	2024 £
East Anglia	13,847,889	13,124,923
East	14,788,463	14,645,330
East Midlands	18,695,497	17,363,341
West	11,335,066	8,784,655
South Midlands	2,869,686	4,093,812
South West	11,413,057	10,427,281
North	10,628,575	8,834,900
Scotland	4,994,210	4,472,265
London	8,291,053	5,242,561
Other	1,749,526	1,562,383
Supporting people with a learning disability	98,613,022	88,551,451
Rental income	2,052,909	2,013,228
Grant income	418,494	507,363
Income from charitable activities	101,084,425	91,072,042

The grant income above is restricted income in both 2025 and 2024. Included within these figures is £346,707 (2024: £342,820) relating to income from Government grants.

5 Net income / (expenditure) for the year

This is stated after charging:

	2025 £	2024 £
Operating lease rentals:		
- motor vehicles	154,923	202,908
- land and buildings	1,990,225	1,849,270
External auditors remuneration (excluding VAT):		
Audit	233,420	226,320
Other services	22,400	21,135
Other services - in respect of the prior year	1,880	1,720
Internal auditors remuneration (excluding VAT)	29,480	30,948
Depreciation of owned assets	324,259	398,808
Surplus on disposal:		
Fixed assets	-	(4,000)
Investment properties	719,167	-

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

6 Total expenditure

The group	2025			2024		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Raising funds						
Fundraising and publicity	79,743	-	79,743	187,214	-	187,214
	<u>79,743</u>	<u>-</u>	<u>79,743</u>	<u>187,214</u>	<u>-</u>	<u>187,214</u>
Direct costs of supporting individuals						
Staff and agency costs	81,627,619	307,677	81,935,296	73,817,830	308,663	74,126,493
Property costs	2,771,539	-	2,771,539	2,501,874	-	2,501,874
Other direct costs	2,621,501	274,579	2,896,080	2,952,880	253,682	3,206,562
Support costs (below)	12,217,881	-	12,217,881	12,735,644	-	12,735,644
Governance costs (below)	603,955	-	603,955	805,248	-	805,248
	<u>99,842,495</u>	<u>582,256</u>	<u>100,424,751</u>	<u>92,813,476</u>	<u>562,345</u>	<u>93,375,821</u>
Support costs						
Staff and agency costs	7,330,687	-	7,330,687	7,292,852	-	7,292,852
Net operating cost of defined benefit pension scheme	39,000	-	39,000	38,000	-	38,000
Property costs	1,136,438	-	1,136,438	1,202,254	-	1,202,254
Depreciation	324,259	-	324,259	398,808	-	398,808
Interest payable	876,599	-	876,599	754,779	-	754,779
Other support costs	2,510,898	-	2,510,898	3,048,951	-	3,048,951
	<u>12,217,881</u>	<u>-</u>	<u>12,217,881</u>	<u>12,735,644</u>	<u>-</u>	<u>12,735,644</u>
Governance						
Staff costs	126,395	-	126,395	73,419	-	73,419
Legal and professional	444,484	-	444,484	596,125	-	596,125
Other	33,076	-	33,076	135,704	-	135,704
	<u>603,955</u>	<u>-</u>	<u>603,955</u>	<u>805,248</u>	<u>-</u>	<u>805,248</u>

Exceptional costs of £1,101,432 (2024: £921,505) have been incurred in 2025, £94,393 (2024: £550,625) due to employment and other costs in relation to restructuring, £1,007,039 (2024: £370,880) in relation to professional and other costs.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

7 Directors and trustees

The Articles of Association of the charitable company state that the number of Directors must be not less than four, of whom one must be an Executive Director, and the maximum number of Directors is fourteen, of whom no more than five shall be Executive Directors, such Executive Directors to be equal in status.

During the year there were 5 Executive Directors who received aggregate remuneration attributable to the year as follows:

	Total remuneration £	Pension £	One-off pension payment £	2025 Total £
Mr M Smith	63,385	1,902	-	65,287
Mrs C Lennon	103,000	3,090	-	106,090
Mrs K Winn	103,000	3,090	-	106,090
Miss L Weston	103,000	3,090	-	106,090
Mrs K Platts (from 2.5.24)	94,416	2,832	-	97,248
	466,801	14,004	-	480,805

	Total remuneration £	Pension £	One-off pension payment £	2024 Total £
Mr S Conway (to 30.12.23)	82,796	9,596	96,000	188,392
Ms J Garrigan (to 30.12.23)	82,796	9,409	96,000	188,205
Mr M Smith	63,385	1,902	-	65,287
Mrs C Lennon (from 31.12.23)	26,027	773	-	26,800
Mrs K Winn (from 31.12.23)	25,843	1,610	-	27,453
Miss L Weston (from 31.12.23)	28,781	863	-	29,644
	309,628	24,153	192,000	525,781

Total remuneration includes salary and benefits in kind.

Kate Platts was appointed as an Executive Director to the Thera Trust Board on the 2 May 2024. Executive directors are considered to be the key management personnel of the charity.

Executive Directors are paid an equal level of salary, adjusted only for full time or part time hours and pensions. The change in costs between the two years is due to changes to the membership of the Executive team.

During the period retirement benefits were accruing to 5 (2024: 6) Directors in respect of a defined contribution scheme.

During the period 11 Trustees (2024 - 14) received reimbursed expenses relating to travel and accommodation amounting to £24,140 (2024 - £27,261). These expenses relate to attendance at meetings of the trustees, at meetings of trustees or directors of subsidiary companies and in relation to other management activities.

The highest paid director received remuneration of £103,000 (2024: £82,796) (salary and benefits in kind). The value of the employer's contributions attributable to the reporting year, paid to a multi-employer defined contribution pension scheme in respect of the highest paid director amounted to £3,090 (2024: £9,596).

In addition, in 2024, two directors (2025: none) each received additional employer contributions of £96,000 to a multi-employer defined contributions pension scheme in line with their contract of employment.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	78,794,243	70,873,467
Redundancy and termination costs	94,393	338,508
Social security costs	6,832,839	5,930,858
Employer's contribution to defined contribution pension schemes	1,652,627	1,499,646
Employer's contribution to defined benefit pension schemes	260,333	261,609
Operating cost of defined benefit pension schemes	39,000	38,000
	87,673,435	78,942,088

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2025 No.	2024 No.
£60,000 - £69,999	10	10
£70,000 - £79,999	2	4
£80,000 - £89,999	4	5
£90,000 - £99,999	4	3
£100,000 - £109,999	-	-

No disclosure has been made of the number of Executive Directors receiving total salaries and benefits in excess of £60,000 as their remuneration is disclosed in full in the above note.

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel for the Charity were £548,973 (2024: £579,122).

9 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 3,365 (2024: 3,259).

Staff are split across the activities of the charitable company as follows:

	2025 No.	2024 No.
Direct and relief support work	3,269	3,178
Management and administration	77	81
	3,346	3,259

10 Related party transactions

As disclosed in note 14, Thera Trust is the parent charitable company of all of the named subsidiary entities within the Group. The result for the year, assets and liabilities at the balance sheet date, and the registered office of these entities are all disclosed in full in that note.

Balances due to and from group undertakings are also disclosed in notes 16, 18 and 20.

The Group's subsidiaries, within their own financial statements, have taken the exemption permitted by section 33.1A of FRS 102 from disclosing transactions with other entities within the Group on the grounds that Thera Trust controls 100% of the voting rights and consolidated accounts are prepared.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

10 Related party transactions (continued)

As required by the SORP, Thera Trust, and its charitable subsidiaries, disclose in full transactions with other entities within the Thera Group. Due to the number of entities involved, transactions of a similar nature have been amalgamated within the table below.

The following transactions were charged / (credited) in the accounts of Thera Trust:

	2025 £	2024 £
Management charges from Thera Trust to subsidiary undertakings	(11,559,000)	(13,296,000)
Donations under gift aid from subsidiary undertakings to Thera Trust	(476,156)	(194,742)
Social investment grants from Thera Trust to The Quality Company, Equal Futures, Thera East Midlands, Thera East Anglia and Unity Works Social Enterprises	-	409,140

Transactions with directors

Other than the transactions identified below, there are no other transactions with directors in the current or prior year.

Sally Warren and Michelle McDermott both provide their services as Co-Chairs of the Thera Trust Board and are paid for this service. The amount invoiced in the year to Thera Trust amounted to £21,000 (2024: £21,000) for Sally Warren and £21,000 (2024: £22,838). As at the year end the amount owed by Thera trust to both individuals was £nil (2024 - £nil).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

11 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charitable company's trading subsidiaries gift aid available profits to the parent charitable company and therefore have no charge to corporation tax.

12 Tangible fixed assets

The group

	Leasehold property and improvements £	Freehold land and property £	Fixtures and fittings and equipment £	Total £
Cost or revaluation				
At the start of the year	729,342	1,360,000	2,506,588	4,595,930
Additions in year	-	-	190,836	190,836
Revaluation	-	(15,000)	-	(15,000)
Disposals in year	-	-	(31,690)	(31,690)
At the end of the year	729,342	1,345,000	2,665,734	4,740,076
Depreciation				
At the start of the year	559,325	20,700	1,814,745	2,394,770
Charge for the year	47,398	20,700	256,161	324,259
Eliminated on disposal	-	-	(31,690)	(31,690)
Eliminated on revaluation	-	(41,400)	-	(41,400)
At the end of the year	606,723	-	2,039,216	2,645,939
Net book value				
At the end of the year	122,619	1,345,000	626,518	2,094,137
At the start of the year	170,017	1,339,300	691,843	2,201,160

Included above for the group is freehold land with an assessed value of £280,000 (2024: £283,000). This value is not depreciated in the accounts.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

12 Tangible fixed assets (continued)

The charity

	Freehold land and property £	Fixtures and fittings and equipment £	Total £
Cost or revaluation			
At the start of the year	560,000	2,233,103	2,793,103
Additions in year	-	189,136	189,136
Revaluation	(35,000)	-	(35,000)
At the end of the year	525,000	2,422,239	2,947,239
Depreciation			
At the start of the year	8,400	1,616,634	1,625,034
Charge for the year	8,400	240,652	249,052
Eliminated on revaluation	(16,800)	-	(16,800)
At the end of the year	-	1,857,286	1,857,286
Net book value			
At the end of the year	525,000	564,953	1,089,953
At the start of the year	551,600	616,469	1,168,069

Included above for the charity is freehold land with an assessed value of £130,000 (2024: £140,000). This value is not depreciated in the accounts.

The historic cost equivalent of freehold land and buildings for the group included at valuation are as follows:

	2025 £	2024 £
Cost	1,639,651	1,639,651
Accumulated depreciation	(685,498)	(664,798)
At the end of the year	954,153	974,853

13 Group Investment properties

	Owned £	Leased £	2025 £	Owned £	Leased £	2024 £
Fair value at the start of the year	6,714,000	5,420,554	12,134,554	6,714,000	4,466,738	11,180,738
Disposals	(3,274,000)	-	(3,274,000)	-	-	-
Revaluation during the year	707,619	350,333	1,057,952	-	953,816	953,816
Property held for resale	(2,277,619)	-	(2,277,619)	-	-	-
Fair value at the end of the year	1,870,000	5,770,887	7,640,887	6,714,000	5,420,554	12,134,554

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

13 Group Investment properties (continued)

Owned properties

The trustees had been provided with a valuation from Jones Laing LaSalle ("JLL") Residential Advisory Team, in accordance with the current RICS Valuation – Global Standards (effective from January 2025), which incorporates the IVS, published by the Royal Institution of Chartered Surveyors, and the current UK national supplement (the RICS Red Book) of the properties that it owns. This valuation was at market value as at 31st March, 2025. The valuation was based either on the then current and future rental yields on properties where an under-lease to a Registered Housing Provider is currently in place, assuming good and marketable title free from onerous or unusual restrictions, covenants or encumbrances not covered by appropriate insurances, long term CPI of 2% and leases, where in place, formally registered with HM Land Registry or, where appropriate, upon vacant market possession. All of the investment properties owned by the charity are located within the United Kingdom. The majority of these properties are held for use in operating leases. After the year end, in April 2025, Forward Housing has sold six of Forward Housing's owned properties. The properties have been revalued at the yearend to reflect the sales value of the properties.

Leased properties

Some properties are leased by the charity and then under-let to a Registered Housing Provider. There is an economic benefit inherent in certain leases granted on these properties measured at fair value over their extended lifetime. This has given rise to a re-valuation of that benefit at the year-end.

14 Investments

Group - Controlled subsidiary undertakings

The parent charitable company controlled the following companies and charitable companies:

Company		Country of registration or incorporation	Company Registration Number	Charity Number
Ansar Projects Limited	Limited by guarantee	England and Wales	11904307	
Ansar Projects Trading Limited *	Limited by guarantee	England and Wales	10695377	
Aspire Living Limited	Limited by guarantee	England and Wales	02720295	1024904
Aspire Living Trading Limited *	Limited by guarantee	England and Wales	10695243	
Dosh Limited	Limited by guarantee	England and Wales	06337548	
Equal Futures	Limited by guarantee	Scotland	SC 238588	SC 033799
Forward Housing	Limited by guarantee	England and Wales	03821702	1078391/SC 045082
The Camden Society	Limited by guarantee	England and Wales	03023588	1044693
The Camden Society (London) Limited	Limited by guarantee	England and Wales	11484012	
The Camden Society Trading Limited *	Limited by guarantee	England and Wales	10695786	
The Quality Company Limited	Limited by guarantee	England and Wales	12591280	
Tera (Scotland)	Limited by guarantee	England and Wales	SC 322014	
Tera (Scotland) Trading Limited *	Limited by guarantee	Scotland	SC 561756	
Tera East	Limited by guarantee	England and Wales	06795987	
Tera East Anglia	Limited by guarantee	England and Wales	05566295	
Tera East Anglia Trading Limited *	Limited by guarantee	England and Wales	10695759	
Tera East Midlands	Limited by guarantee	England and Wales	05566293	
Tera East Midlands Trading Limited	Limited by guarantee	England and Wales	10695501	
Tera East Trading Limited *	Limited by guarantee	England and Wales	10695595	
Tera Limited *	Limited by guarantee	England and Wales	04999446	
Tera North	Limited by guarantee	England and Wales	05343088	
Tera North Trading Limited	Limited by guarantee	England and Wales	10695651	
Tera South Midlands Trading Limited	Limited by guarantee	England and Wales	10695744	
Tera South West	Limited by guarantee	England and Wales	06797328	
Tera South West Trading Limited *	Limited by guarantee	England and Wales	10695690	
Unity Works Social Enterprises Limited	Limited by guarantee	England and Wales	11338498	1185113

Entities above marked with an asterisk * were dormant and did not trade during the year.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

14 Investments (continued)

The registered office address for the majority of Thera companies including dormant and trading companies is 134 Edmund Street, Birmingham, B3 2ES, the exceptions being:

- Thera Scotland, Thera (Scotland) Trading and Equal Futures - Melrose House, 69a George Street, Edinburgh, EH2 2JG

The active subsidiaries are controlled by the parent charitable company and undertake a range of activities in fulfilment of the Group's charitable objects. Where the subsidiary is in a net asset position, the directors of the subsidiary have determined in each case that the taxable surplus of the subsidiary for the year be gift aided to the parent charitable company.

The aggregate amount of capital and reserves and the results of the subsidiary undertakings for the last relevant financial year were as set out below. The figures are gross, before any consolidation adjustment. Any group entity not shown in the tables had no income, expenditure, assets or liabilities to report:

	Income £	Expenditure £	(Deficit) / surplus for the year £	Gift Aid and other transfers £
Ansar Projects	5,108,391	(4,883,006)	225,385	150,197
Aspire Living Limited	11,462,174	(10,864,270)	597,904	-
Dosh Limited	1,551,188	(1,460,976)	90,212	-
Equal Futures	18,494	(101,201)	(82,707)	-
Forward Housing	4,199,954	(2,965,226)	1,234,728	-
The Camden Society	8,590,278	(8,718,488)	(128,210)	-
The Camden Society (London) Limited	-	(8,600)	(8,600)	78,769
The Camden Society Trading	149,814	(149,814)	-	-
The Quality Company Limited	108,188	(120,887)	(12,699)	-
Thera East	14,788,463	(14,798,867)	(10,404)	-
Thera East Anglia	13,862,291	(13,615,101)	247,190	247,190
Thera East Midlands	18,835,136	(19,004,023)	(168,887)	-
Thera East Midlands Trading	9,850,464	(9,850,464)	-	-
Thera North	7,021,701	(6,881,424)	140,277	-
Thera North Trading	-	-	-	-
Thera (Scotland)	4,994,210	(5,292,436)	(298,226)	-
Thera South Midlands Trading	2,957,379	(2,957,379)	-	-
Thera South West	11,413,283	(11,376,574)	36,709	-
Unity Works Social Enterprises limited	2,956,372	(2,863,701)	92,671	-

	Assets £	Liabilities £	Capital and reserves £
Ansar Projects	665,553	(665,553)	-
Aspire Living Limited	3,771,463	(2,866,472)	904,991
Dosh Limited	238,372	(952,565)	(714,193)
Equal Futures	-	-	-
Forward Housing	10,056,258	(3,747,644)	6,308,614
The Camden Society	818,867	(3,686,923)	(2,868,056)
The Camden Society (London) Limited	-	-	-
The Camden Society Trading	-	-	-
The Quality Company Limited	-	-	-
Thera East	2,154,563	(3,059,950)	(905,387)
Thera East Anglia	894,655	(894,655)	-
Thera East Midlands	426,528	(3,591,177)	(3,164,649)
Thera East Midlands Trading	2,184,232	(2,184,232)	-
Thera North	917,933	(1,194,652)	(276,719)
Thera North Trading	-	-	-
Thera (Scotland)	699,192	(2,853,272)	(2,154,080)
Thera South Midlands Trading	685,941	(685,941)	-
Thera South West	1,269,119	(2,087,724)	(818,605)
Unity Works Social Enterprises Limited	873,076	(1,601,361)	(728,285)

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

15 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2025 £	2024 £
Gross income	13,568,856	14,945,624
Total expenditure on charitable activities	(23,588,495)	(12,757,367)
Costs of raising funds	(930,656)	(754,779)
Governance costs	(603,955)	(805,248)
Remeasurement gain (loss) on defined benefit pension scheme	24,000	(141,000)
Net income	(11,548,450)	487,230
Total funds brought forward	14,979,858	14,492,628
Total funds	3,431,408	14,979,858

Gross income is inclusive of donations made under gift aid of £476,156 (2024: £194,742) from its subsidiaries, as detailed in note 14.

16 Debtors

	Group 2025 £	2024 £	Charity 2025 £	2024 £
Due after more than one year				
Amounts owed from group undertakings	-	-	14,247,583	27,256,699
Due within one year				
Operational debtors	5,333,243	5,354,397	141,312	87,843
Other debtors	460,976	560,416	7,375	37,060
Prepayments and accrued income	6,631,435	5,469,224	1,622,725	717,083
	12,425,654	11,384,037	16,018,995	28,098,685

17 Cash at bank

At the balance sheet date, Dosh Limited acting as appointee, court approved deputy or other approved representative, held funds on behalf of people with a learning disability supported by Dosh Limited in a separate general account amounting to £24,365 (2024: £27,693) and in individual accounts amounting to £21,082,066 (2024: £19,658,115). These funds have not been included as assets or liabilities of the company.

18 Creditors: amounts falling due within one year

	Group 2025 £	2024 £	Charity 2025 £	2024 £
Overdraft and bank loans	121,749	114,335	121,749	114,335
Other loans	1,105,200	1,266,488	1,105,200	1,266,488
Operational creditors	1,510,223	885,781	1,094,655	347,834
Taxation and social security	1,690,722	1,673,153	153,525	155,901
Other creditors	838,247	1,125,525	7,200	38,802
Accruals and deferred income	2,236,483	2,201,199	537,225	623,817
	7,502,624	7,266,481	3,019,554	2,547,177

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

19 Group deferred income

Group deferred income comprises payments in advance of services.

	2025 £	2024 £
Balance at the beginning of the year	108,032	88,379
Amount released to income in the year	(108,032)	(88,379)
Amount deferred in the year	92,593	108,032
Balance at the end of the year	<u>92,593</u>	<u>108,032</u>

20 Creditors: amounts falling due after one year

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Bank loans	277,076	406,238	277,076	406,238
Other loans	10,275,221	11,156,038	10,275,221	11,156,038
Amounts due to group undertakings	-	-	673,816	600,000
	<u>10,552,297</u>	<u>11,562,276</u>	<u>11,226,113</u>	<u>12,162,276</u>

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Loan maturity analysis				
Within one year	1,226,949	1,380,823	1,226,949	1,380,823
Two - five years	10,552,297	11,562,276	10,552,297	11,562,276
Total loans repayable	<u>11,779,246</u>	<u>12,943,099</u>	<u>11,779,246</u>	<u>12,943,099</u>

During the year there was also a Barclays £2m overdraft facility and a term loan with a current balance of £0.40m (2024: £0.52m), which were secured by a Group bank account-offset cross guarantee, a cross guarantee and debenture creating fixed and floating charges over the assets of several Group companies and a floating charge over the assets of Thera (Scotland). After the year end, the overdraft facility has been removed and in July 2025 the Group has entered into a invoice financing facility. Barclays still have a charge over two properties and different priorities over the other assets in the Group.

In September 2024, the Trust approached the bondholders and agreed to a revised repayment structure, coupon rate and a rollover of some of the bonds from the 2018 and 2020 bonds to the 2023 bond. The revised repayment period has been recognised in the financial statements.

The impact of this bond restructure is that the bond tranche previously referred to as the 2018 bond has had its coupon rate increased from 5.5% to 6%, and is due to be repaid on 31 December 2027. Interest is payable annually on 31 March each year in arrears.

The impact of this bond restructure is that the bond tranche previously referred to as the 2020 bond has had its coupon rate increased from 5.25% to 5.75%, and is due to be repaid on 31 December 2029. Interest is payable annually on 31 March each year in arrears.

The impact of this bond restructure is that the bond tranche previously referred to as the 2023 bond, it's coupon rate has remained the same at 7.25%, and is due to be repaid on 31 December 2029. Interest is payable annually on 31 March each year in arrears.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

21a Analysis of group net assets between funds (current year)

	General unrestricted £	Revaluation reserve £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	1,533,162	560,975	-	-	2,094,137
Investment properties owned	1,499,475	370,525	-	-	1,870,000
Investment properties leased	2,816,804	2,954,083	-	-	5,770,887
Net current assets	11,145,812	-	8,497	451,402	11,605,711
Long term liabilities	(10,552,297)	-	-	-	(10,552,297)
Defined benefit pension scheme liability	(222,180)	-	-	-	(222,180)
Net assets at 31 March 2025	6,220,776	3,885,583	8,497	451,402	10,566,258

21b Analysis of group net assets between funds (prior year)

	General unrestricted £	Revaluation reserve £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	1,653,721	547,439	-	-	2,201,160
Investment properties owned	7,531,544	(817,544)	-	-	6,714,000
Investment properties leased	2,816,804	2,603,750	-	-	5,420,554
Net current assets	6,153,346	-	8,497	483,268	6,645,111
Long term liabilities	(11,562,276)	-	-	-	(11,562,276)
Defined benefit pension scheme liability	(334,248)	-	-	-	(334,248)
Net assets at 31 March 2024	6,258,891	2,333,645	8,497	483,268	9,084,301

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

22a Movements in funds (current year)

	At 1 April 2024 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2025 £
Restricted funds:					
Support for Ms TE	1,977	-	-	-	1,977
Other property-specific projects	31,526	67,784	(34,503)	1,184	65,991
The Hollies fund	2,663	-	-	-	2,663
L and D generic training	8,234	-	-	-	8,234
Holiday support fund	5,107	-	(1,224)	-	3,883
Sawston Hydrotherapy Pool	2,037	732	-	-	2,769
Gig buddies	-	90,378	(66,978)	-	23,400
TEN project	5,623	-	-	-	5,623
Building Bridges	6,398	-	-	-	6,398
Allsorts	382	-	-	-	382
Grantham	54	-	-	-	54
Scottish NVQ	58,203	12,000	(5,640)	-	64,563
Apprenticeship levy - Government Grant	48,561	38,598	(46,071)	-	41,088
Legacies	3,840	-	-	-	3,840
Thera Connex	2,598	-	-	-	2,598
Tech it Out	3,681	-	(1)	(1,184)	2,496
Restore 2 Mini Stomp	1,472	-	-	-	1,472
Restricted Funds - North Lanarkshire	15,045	-	-	-	15,045
Retention and Recruitment - Lincolnshire	55,016	-	(14,605)	-	40,411
Fuel Enhancement Funding - Lincolnshire	6,295	-	-	-	6,295
Inspiring Scotland WF Wellbeing Grant	7	-	(7)	-	-
Financial Wellbeing Research Project	6,595	-	(5,884)	-	711
Nottinghamshire Provider Sustainability Grant	-	2,812	-	-	2,812
Kenny Hill	-	4,000	-	-	4,000
University of Edinburgh Circles Facilitator	-	4,917	-	-	4,917
Conundrum Charitable Trust	-	2,223	-	-	2,223
Peoples Post Code Lottery	-	10,000	-	-	10,000
Cordis	-	1,000	-	-	1,000
EVOC Carers Circle	-	7,000	-	-	7,000
Total restricted funds	265,314	241,444	(174,913)	-	331,845
Unrestricted funds:					
Designated development fund	8,497	-	-	-	8,497
Designated funds	8,497	-	-	-	8,497
Revaluation reserve	32,867	-	(18,200)	-	14,667
Pension reserve	(351,861)	128,759	-	-	(223,102)
General funds	15,025,041	13,222,653	(24,948,193)	-	3,299,501
General funds	14,673,180	13,351,412	(24,948,193)	-	3,076,399
Total unrestricted funds	14,714,544	13,351,412	(24,966,393)	-	3,099,563
Parent charity total funds as at 31 March 2025	14,979,858	13,592,856	(25,141,306)	-	3,431,408

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

22a Movements in funds (current year continued)

	At 1 April 2024 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2025 £
Charity total fund balance carried forward	14,979,858	13,592,856	(25,141,306)	-	3,431,408
CMHWF Midlothian	9,910	-	(9,910)	-	-
CMHWF Glasgow	10,000	-	(10,000)	-	-
Health & Social Care Alliance SM Grant	10,888	14,998	(25,886)	-	-
The National Lottery Community Fund	40,378	-	(40,378)	-	-
The Hugh Fraser Foundation	3,000	-	(3,000)	-	-
CMHWF West Lothian	9,256	-	(9,256)	-	-
Inverclyde ICHM& WB Fund	9,237	-	(9,237)	-	-
Edinburgh & Lothians Trust	1,400	-	(1,400)	-	-
CMHWF West Dunbartonshire	9,237	-	(9,237)	-	-
Whole Family Wellbeing Fund	9,237	-	(9,237)	-	-
Conundrum Charitable Trust	-	1,149	(1,149)	-	-
Legacy donation	4,980	1,000	(271)	-	5,709
The National Lottery Community Fund	5,405	-	(5,405)	-	-
Donations	2,524	200	(2,724)	-	-
Deloitte	14,260	-	(14,260)	-	-
Great Escape	8,073	-	-	-	8,073
FSF Essex	9,976	-	-	-	9,976
FSF Barnet	4,192	-	-	-	4,192
Unity Works Walking Group ('The Adventurers' Club')	250	-	-	-	250
Bounceback Programme	24,386	25,000	(49,386)	-	-
LB of Camden Business Support Grants	1,758	-	-	-	1,758
Drappers Trust	9,398	-	(9,398)	-	-
Townsend Trust	2,799	-	(2,799)	-	-
BlackRock Gives	9,338	-	(9,338)	-	-
Greenwich Worktrain Project	-	168,609	(168,609)	-	-
North London Forensic Collaborative	-	10,000	-	-	10,000
North Central East London CAMHS Provider Collaborative	-	13,517	-	-	13,517
Markyes Close	29,010	-	(6,667)	-	22,343
Donations	23,166	2,882	(3,907)	3,800	25,941
Herefordshire Community Foundation	15,835	-	-	(5,000)	10,835
Department for Education Holiday Activities	1,375	-	-	-	1,375
Bulmer Trust	571	-	-	-	571
Changing Places Funding	(65,402)	64,202	-	1,200	-
Hub Seed Funding	1,584	-	-	-	1,584
Market Sustainability & Improvement Fund	1,933	-	-	-	1,933
Stonewater Limited	-	1,500	-	-	1,500
Tytton Lane Garden Project	-	500	(500)	-	-
Nottinghamshire Provider Sustainability Grant	-	5,389	(5,389)	-	-
Total restricted funds	217,954	308,946	(407,343)	-	119,557
Revaluation reserve	2,300,778	1,102,552	-	467,586	3,870,916
Pension reserve	17,613	-	(16,691)	-	922
General funds	(8,431,902)	88,117,729	(76,074,786)	(467,586)	3,143,455
General funds	(8,414,289)	88,117,729	(76,091,477)	(467,586)	3,144,377
Total unrestricted funds	(6,113,511)	89,220,281	(76,091,477)	-	7,015,293
Group total funds as at 31 March 2025	9,084,301	103,122,083	(101,640,126)	-	10,566,258

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

22a Movements in funds (current year continued)

	At 1 April 2024 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2025 £
Reconciled to:					
Unrestricted funds	6,258,891	101,469,141	(101,039,670)	(467,586)	6,220,776
Revaluation	2,333,645	1,102,552	(18,200)	467,586	3,885,583
Designation funds	8,497	-	-	-	8,497
Restricted funds	483,268	550,390	(582,256)	-	451,402
Group total funds as at 31 March 2025	9,084,301	103,122,083	(101,640,126)	-	10,566,258

The narrative to explain the purpose of each fund is given at the foot of the note below.

22b Movements in funds (prior year)

	At 1 April 2023 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2024 £
Restricted funds:					
Support for Ms TE	1,977	-	-	-	1,977
Loughborough sensory room and garden	418	-	(418)	-	-
Other property-specific projects	37,880	5,666	(12,020)	-	31,526
The Hollies fund	2,663	-	-	-	2,663
L and D generic training	8,234	-	-	-	8,234
Holiday support fund	6,059	-	(952)	-	5,107
Sawston Hydrotherapy Pool	2,037	-	-	-	2,037
Clacton Beach Hut	155	390	(545)	-	-
Gig buddies	-	82,143	(82,143)	-	-
TEN project	5,623	-	-	-	5,623
Building Bridges	6,398	-	-	-	6,398
Allsorts	382	-	-	-	382
Grantham	54	-	-	-	54
Scottish NVQ	57,028	17,100	(15,925)	-	58,203
Apprenticeship levy - Government Grant	18,958	29,603	-	-	48,561
Legacies	3,840	-	-	-	3,840
Thera Connex	2,819	-	(221)	-	2,598
Tech it Out	4,093	-	(412)	-	3,681
Restore 2 Mini Stomp	1,600	-	(128)	-	1,472
Restricted Funds - North Lanarkshire	27,783	-	(12,738)	-	15,045
Retention and Recruitment - Lincolnshire	24,879	30,137	-	-	55,016
Fuel Enhancement Funding - Lincolnshire	6,295	-	-	-	6,295
Inspiring Scotland WF Wellbeing Grant	10,000	-	(9,993)	-	7
Financial Wellbeing Research Project	-	10,000	(3,405)	-	6,595
Total restricted funds	229,175	175,039	(138,900)	-	265,314
Unrestricted funds:					
Designated development fund	9,105	-	(608)	-	8,497
Designated funds	9,105	-	(608)	-	8,497
Revaluation reserve	32,867	-	-	-	32,867
Pension reserve	(311,307)	100,446	(141,000)	-	(351,861)
General funds	14,532,788	14,670,139	(14,177,886)	-	15,025,041
General funds	14,221,481	14,770,585	(14,318,886)	-	14,673,180
Total unrestricted funds	14,263,453	14,770,585	(14,319,494)	-	14,714,544
Parent charity total funds as at 31 March 2024	14,492,628	14,945,624	(14,458,394)	-	14,979,858

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

22b Movements in funds (prior year continued)

	At 1 April 2023	Income and gains	Expenditure and losses	Transfers	At 31 March 2024
	£	£	£	£	£
Charity total fund balance carried forward	14,492,628	14,945,624	(14,458,394)	-	14,979,858
Restricted funds:					
CMHWF Midlothian	9,000	9,910	(9,000)	-	9,910
CMHWF Edinburgh	9,785	-	(9,785)	-	-
CMHWF Glasgow	9,620	11,690	(11,310)	-	10,000
Health & Social Care Alliance SM Grant	-	36,000	(25,112)	-	10,888
The National Lottery Community Fund	34,675	40,379	(34,676)	-	40,378
North Lanarkshire Social	-	370	(370)	-	-
The Hugh Fraser Foundation	-	3,000	-	-	3,000
CMHWF West Lothian	-	9,256	-	-	9,256
Inverclyde ICHM& WB Fund	-	9,237	-	-	9,237
Edinburgh & Lothians Trust	-	1,400	-	-	1,400
CMHWF West Dunbartonshire	-	9,237	-	-	9,237
Whole Family Wellbeing Fund	-	9,237	-	-	9,237
Legacy donation	6,012	-	(1,032)	-	4,980
The National Lottery Community Fund	-	9,200	(3,795)	-	5,405
Donations	2,524	-	-	-	2,524
Deloitte	25,960	-	(11,700)	-	14,260
BGC JobsOhio	831	-	(831)	-	-
Great Escape	8,073	-	-	-	8,073
FSF Essex	9,982	-	(6)	-	9,976
FSF Barnet	4,192	-	-	-	4,192
Unity Works Walking Group ('The	250	-	-	-	250
Bounceback Programme	13,277	48,768	(37,659)	-	24,386
LB of Camden Business Support Grants	1,758	-	-	-	1,758
Drappers Trust	9,398	-	-	-	9,398
Townsend Trust	2,799	-	-	-	2,799
Greenwich Worktrain Project	-	168,609	(168,609)	-	-
Gerard Basset Forum	-	11,833	(11,833)	-	-
The Cicely Northcote Trust	-	3,034	(3,034)	-	-
BlackRock Gives	-	9,822	(484)	-	9,338
Markyes Close	42,766	-	(13,756)	-	29,010
Donations	18,348	5,533	(715)	-	23,166
Herefordshire Community Foundation	11,303	4,532	-	-	15,835
Department for Education Holiday Activities	1,375	-	-	-	1,375
Bulmer Trust	1,620	-	(1,049)	-	571
Changing Places Funding	-	12,798	(78,200)	-	(65,402)
Hub Seed Funding	-	2,073	(489)	-	1,584
Market Sustainability & Improvement Fund	-	1,933	-	-	1,933
Total restricted funds	223,548	417,851	(423,445)	-	217,954
Revaluation reserve	1,359,826	953,816	-	(12,864)	2,300,778
Pension reserve	124,190	-	(106,577)	-	17,613
General funds	(4,569,848)	75,868,206	(79,743,124)	12,864	(8,431,902)
General funds	(4,445,658)	75,868,206	(79,849,701)	12,864	(8,414,289)
Total unrestricted funds	(3,085,832)	76,822,022	(79,849,701)	-	(6,113,511)
Group total funds as at 31 March 2024	11,630,344	92,185,497	(94,731,540)	-	9,084,301

There is a timing difference between income and costs on the Changing Places Funding, the funding was received just after the year end.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2024 £
Reconciled to:					
Unrestricted funds	9,775,823	90,638,791	(94,168,587)	12,864	6,258,891
Revaluation	1,392,693	953,816	-	(12,864)	2,333,645
Designation funds	9,105	-	(608)	-	8,497
Restricted funds	452,723	592,890	(562,345)	-	483,268
Total funds	11,630,344	92,185,497	(94,731,540)	-	9,084,301

Purposes of restricted funds

Support for Ms TE

Amount donated to provide support to Ms TE.

Other property-specific projects

Various other property-specific projects undertaken.

The Hollies fund

This fund arises from a legacy received which is to be used for the benefit of the service users living in The Hollies and for The Hollies itself.

L and D generic training

Funding for staff training to enable staff to give better quality support.

Holiday support fund

Amount donated to cover additional holiday support costs for people supported by Thera.

Sawston Hydrotherapy Pool

Local fundraising to purchase a hydrotherapy pool for a house in Cambridgeshire.

Gig Buddies

Funding from Midlothian Council to support people to attend music gigs and functions.

TEN Project

Funding from the Scottish Government to a collaboration between three organisations to provide formal support with informal networks.

Building Bridges



Dolphins' Den is part of Building Bridges. Building Bridges is a partnership of organisations, led by Community First, that has come together to deliver the Building Better Opportunities Programme across Swindon and Wiltshire.

The project has received up to £6.4M of funding from the European Social Fund and The National Lottery Community Fund as part of the 2014-2020 European Structural and Investment Funds Growth Programme in England. The Department for Work and Pensions is the Managing Authority for the England European Social Fund programme. Established by the European Union, the European Social Fund helps local areas stimulate their economic development by investing in projects which will support skills development, employment and job creation, social inclusion and local community regenerations. For more information visit <https://www.gov.uk/european-growth-funding>

Allsorts

Funding from Bingham Town Council for activities for people supported in Bingham, Nottinghamshire.

Grantham

Local fundraising.

Scottish Vocational Qualifications

The Scottish Government Voluntary Sector Development Fund for staff training.

Apprenticeship levy - Government Grant

The Apprenticeship Levy Top Up is grant funding provided by HMRC as part of the Apprenticeship Levy scheme.

THERA TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

22 Movements in funds (continued)

Purposes of restricted funds (continued)

Legacies

Restricted to Thera East Anglia, for the benefit of the people we support, to help to pay for days out and activities.

Thera Connex

To support people with a learning disability and keep them connected during Covid-19 and beyond.

Tech it Out

Enable people with a learning disability to access online and app-based health, social and lifestyle support: increasing independence; growing social

Restore 2 Mini Stomp

The funding is aimed to support Voluntary and Community Sector Enterprises (VCSE) partners to deliver information, support and advice to people with a learning disability and autistic people and their families.

North Lanarkshire

Initial start up costs of a new operation and staff training.

Retention and Recruitment - Lincolnshire Grant

Lincolnshire County grant towards recruitment and retention in a difficult time for the sector.

Fuel Enhancement Funding - Lincolnshire Grant

Grant towards fuel costs primarily aimed at the day opportunities fuel and utilities at a time of significant increases.

Inspiring Scotland WF Wellbeing Grant

Overall staff well being for Scotland.

Financial Wellbeing Research Project

The aim of this project is to collaboratively generate ideas about how to understand and measure the financial wellbeing of people with a learning disability by working with our external partners Thera Trust and Dosh and the people with a learning disability they support.

Nottinghamshire Provider Sustainability Grant

Nottinghamshire Provider Sustainability Grant, Provides financial assistance to address the rising costs of providing care services, particularly the impact of increasing energy and fuel costs.

Kenny Hill

Equal Futures activities (core delivery of circles of support in Glasgow area only).

University of Edinburgh Circles Facilitator

This project equips participants with the principles and practical tools needed to effectively facilitate a Circle of Support, fostering a collaborative and supportive environment. Through hands-on learning and guided practice, facilitators will gain the confidence to lead these circles and create meaningful connections within their communities.

Conundrum Charitable Trust

Funding to enable Equal Futures to support individuals with a learning disability and their families via social events across Scotland from June 2024 – June 2025.

Peoples Post Code Lottery

Funding will facilitate the creation of circles of support around people with a learning disability enabling them to build social connections.

Cordis

To deliver our unique Circle of Support workshops. Expertly delivered by our experienced Project Coordinators, these workshops provide families who have a relative with a learning disability and autism with the tools and guidance to be able to grow a network of others around their relative, people who know and care for their loved one.

EVOC Carers Circle

Develop the Carers Circle programme to deliver support and connection to the family and carers of individuals with learning disabilities and autism in Edinburgh.

CMHWF Midlothian

Co-produce person-centred plans to address individuals specific needs and introduce bespoke circles of support to enable them to live their best lives. As part of these circles of support we will offer volunteer community connectors and tailored social events to bring individuals and families together for mutual connection and friendship.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

22 Movements in funds (continued)

Purposes of restricted funds (continued)

CMHWF Glasgow

We will work with 20 individuals with a learning disability/autism in Glasgow and their families to co-produce person centred plans to address individuals and families' specific needs and prevent poor outcomes and reduce the reliance of paid support. We will introduce bespoke circles of support to enable people with a learning disability to live their best lives. Alongside this we will offer volunteer befriending and tailored social events to bring individuals and families together. We will also facilitate a Christmas get together activity chosen by the people we support such as bowling and a Christmas dinner also attend by our volunteers.

Health & Social Care Alliance SM Grant

Using our successful co-production models for befriending, circles of support and social events, we will establish a new service in the area of North Lanarkshire where we have identified an unmet need and attracted 13 new referrals for our support services.

The National Lottery Community Fund

This grant will fund the Edinburgh Project Coordinator Salary, volunteer training and development costs, travel and subsistence costs, volunteer expenses, IT Equipment, Telephone Costs, Events, Communication and Licenses, Contribution to management and organisational support costs for 2 years.

The Hugh Fraser Foundation

Funding is for core costs in the Glasgow area.

CMHWF West Lothian

Create and deliver our unique Circle of Support workshops to individuals with a learning disability and their families in West Lothian. There will be 10 workshops delivered over 12 months, 5 face to face and 5 online. There will be the capacity for 12 attendees at each workshop, we expect this will be made up of 6 individuals with a learning disability who each bring a parent carer.

Inverclyde ICHM& WB Fund

Create and deliver our unique Circle of Support workshops to individuals with a learning disability and their families in Inverclyde. There will be 10 workshops delivered over 12 months, 5 face to face and 5 online. There will be the capacity for 12 attendees at each workshop, we expect this will be made up of 6 individuals with a learning disability who each bring a parent carer.

Edinburgh & Lothians Trust

Our project co-ordinator in Edinburgh will hold 4 local events over the year, 2 big and 2 small, open to all individuals living in Edinburgh and the Lothians, their family members and local volunteers.

CMHWF West Dunbartonshire

This funding is to create and deliver our unique Circle of Support workshops to individuals with a learning disability and their families across West Dunbartonshire. These will be expertly delivered by our experienced Project Coordinators and provide families who have a relative with a learning disability with the tools and guidance to be able to grow a network of others around their relative, people who know and care for their loved one.

Whole Family Wellbeing Fund

Create and deliver our unique Circle of Support workshops to individuals with a learning disability and their families in Perth and Kinross. There will be 10 workshops delivered over 12 months, 5 face to face and 5 online. There will be the capacity for 12 attendees at each workshop, we expect this will be made up of 6 individuals with a learning disability who each bring a parent carer.

Conundrum Charitable Trust

Funding to enable Equal Futures to support individuals with a learning disability and their families via social events across Scotland from June 2024 – June 2025.

Legacy donation

Monies to be spent in or towards the purchase of a caravan or towards any other project which may benefit the clients of West Oxfordshire Supported Living Scheme.

The National Lottery Community Fund

To run monthly coffee morning for people with a learning disability in 6 different communities where we know there is a need (Loughborough, Witney, Banbury, Oxford, Hertfordshire and Northamptonshire) – a total of 72 sessions across a 12 month period.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

22 Movements in funds (continued)

Purposes of restricted funds (continued)

Donations

Various donations including funds to support the homeless meals project and other temporary measures in Café Victoria.

Deloitte

Create an online portal giving students and job seekers access to a Virtual Learning Environment and Case Management System enabling people to independently access their details, CV, job search.

Great Escape

Annual break for a week of activities designed to build skills and confidence for the people we support.

FSF Essex

For delivery of an employment project.

FSF Barnet

For delivery of an employment project.

Unity Works Walking Group ('The Adventurers' Club')

To cover the costs of walking group sessions throughout the winter months.

Bounceback Programme

To help people complete a vocational profile and identified career pathway, build their confidence and social skills and receive support to attend at least one interview.

LB of Camden Business Support Grants

This grant will pay for trainees with a learning disability at Greenwood Café. The aim is to make meals which will be delivered by bicycle courier to Castlehaven Community Association for distribution at their weekly foodbank.

Drappers Trust

This grant will pay for trainees with a learning disability at Greenwood Café. The aim is to make meals which will be delivered by bicycle courier to Castlehaven Community Association for distribution at their weekly foodbank.

Townsend Trust

This grant will pay for trainees with a learning disability at Greenwood Café. The aim is to make meals which will be delivered by bicycle courier to Castlehaven Community Association for distribution at their weekly foodbank.

BlackRock Gives

Funding to launch MailOut 2 to enable us to increase the number of training and work experience opportunities to individuals in a new area as well as increase commercial revenue that we can use to further improve quality.

Greenwich Worktrain Project

This grant is to support the AOPS employment support service.

North London Forensic Collaborative

This grant is for a work based placement for two trainees within Greenwood and Lisson Grove cafes for a period of 48 weeks providing 1:1 sessions support to the trainees to enable them gain future employment.

North Central East London CAMHS Provider Collaborative

The grant is to fund Wellness Works programme providing support to 50 people from Camden, Islington, Hackney, Havering, Redbridge, Barking, Newham, Barnet, Haringey, Tower Hamlets and the City of London boroughs over 12 months period.

Markyes Close

Funds given to Aspire Living Ltd to enable the development of Markyes Close residential home from 2 individual bungalows into one home. This was done to aid and benefit the people living on Markyes Close.

THERA TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

22 Movements in funds (continued)

Purposes of restricted funds (continued)

Donations

Various local donations for the welfare of the People we support, by providing day trips out, Youth Club annual holiday club, projects and to cover funeral costs.

Herefordshire Community Foundation

Project costs for 'Be Your Own Health Champion'.

Department for Education Holiday Activities

Funding provided for holiday activities & food.

Bulmer Trust

Grant to help support the Bulmer Training Room, to purchase new furniture and other items.

Changing Places Funding

Grant from Herefordshire County Council for the refurbishment of toilets at the Hub.

Hub Seed Funding

Funding from Herefordshire County Council for specific equipment and training at the Hub.

Market Sustainability & Improvement Fund

One off payment from Gloucestershire County Council to support frontline care.

Stonewater Limited

For a garden project at Ivy Close.

Donation

Donation from Tointpoint Housing to cover works required to achieve required EPC rating.

Prior Year

Loughborough sensory room and garden

NHS and other charitable funds to pay for the fit-out and equipping of a sensory room and a sensory garden project.

Clacton Beach Hut

Local fundraising to purchase a beach hut in Essex.

CMHWF Midlothian

Our Midlothian based Project Co-ordinator will recruit, train and support 4 volunteers to help us to deliver our three main activities - 1:1 befriending, Circles of Support and Social events.

CMHWF Edinburgh

Supporting socially isolated adults (16+) with a learning disability or autism and their parent carers in Edinburgh. The aim is to facilitate families in the creation of community-based circles of support around their relative so that they can plan for the future and live their best life. Funding will be used to facilitate the co-ordinator to recruit and train additional volunteers to support up to 12 individuals and up to 24 family members. Volunteers will support beneficiaries via 1:1 befriending, circles of support and social events.

CMHWF Glasgow

We aim to expand our reach of support by recruiting, training and supporting 8 volunteers to support up to 6 individuals with a learning disability or autism and their family members in Glasgow via 1:1 befriending, Circles of Support and Social events. This will increase opportunities of social connections within the local community, reducing isolation and promoting improved mental wellbeing.

North Lanarkshire Social

Funding is for social events for individuals supported in North Lanarkshire.

BGC Jobs Ohio

To purchase a coffee cart and sell coffee, thereby creating further employment of people with a learning disability.

Gerard Basset Forum

The Foundation expects the funds gifted to Unity Works to be spent on the training activities undertaken in the Social Enterprise cafes including the creation of placements for future job opportunities.

The Cicely Northcote Trust

This grant will contribute towards the costs of room hire for meetings to support Unity Works' supported employment projects in Southwark and Lambeth.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

22 Movements in funds (continued)

Purposes of designated funds

Development Fund

Funds designated to allow discretionary support for the additional needs of people supported through Thera, not available from other funding sources.

Transfers between funds

Current Year

Revaluation and general reserve - The transfer between the funds have recognised the sale of properties and has brought the balance in line with the properties held by the Group.

Transfers within restricted funds - correct allocation of restricted expenditure.

23 Reconciliation of net income to net cash flow from operating activities

	2025 £	2024 £
Net expenditure for the reporting period (as per the statement of financial activities)	1,473,957	(2,299,043)
Depreciation charges and impairment	324,259	398,808
Gain on disposal of investment property	(719,167)	-
Surplus on disposal of fixed assets	-	(4,000)
Unrealised gains on investment properties	(1,057,952)	(953,816)
Unrealised gains on fixed assets	(26,400)	-
Interest receivable	(404)	(2)
Interest payable	876,599	754,779
(Increase) / decrease in stocks	(2,338)	4,752
(Increase) / decrease in debtors	(1,041,617)	366,492
Increase / (decrease) in creditors	390,017	(512,525)
Net change in the defined benefit pension liability	(104,068)	(99,869)
Net cash used in by operating activities	112,886	(2,344,424)

24 Changes in net debt

	At 1 April 2024 £	Cash flows £	Other changes £	At 31 March 2025 £
Cash at bank and in hand	2,521,482	1,875,169	-	4,396,651
Total cash and cash equivalents	2,521,482	1,875,169	-	4,396,651
Bank loans due within one year	(114,335)	121,748	(129,162)	(121,749)
Bank loans due beyond one year	(406,238)	-	129,162	(277,076)
Other loans due within one year	(1,266,488)	161,288	-	(1,105,200)
Other loans due beyond one year	(11,156,038)	880,817	-	(10,275,221)
Changes in net debt	(12,943,099)	1,163,853	-	(11,779,246)
Total	(10,421,617)	3,039,022	-	(7,382,595)

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

25 Operating lease commitments - payable as a lessee

Group

The group's total future minimum lease payments payable under non-cancellable operating leases is as follows for each of the following periods:

	Property		Equipment	
	2025	2024	2025	2024
	£	£	£	£
Less than one year	2,254,807	1,935,778	129,522	215,347
One to five years	7,946,844	6,857,428	34,493	202,047
Over five years	14,889,249	13,381,959	-	-
	25,090,900	22,175,165	164,015	417,394

Charity

The charity's total future minimum lease payments payable under non-cancellable operating leases is as follows for each of the following periods:

	Property		Equipment	
	2025	2024	2025	2024
	£	£	£	£
Less than one year	52,584	53,892	84,404	175,695
One to five years	22,618	33,516	34,493	202,047
	75,202	87,408	118,897	377,742

26 Operating lease commitments - receivable as a lessor

Group

The group's total future minimum lease payments receivable under non-cancellable operating leases is as follows for each of the following periods:

	Property	
	2025	2024
	£	£
Less than one year	2,046,244	2,044,793
One to five years	8,184,975	8,179,171
Over five years	15,190,320	17,151,623
	25,421,539	27,375,587

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

27 Contingent liabilities

In 1977 The Camden Society received a grant from the London Borough of Camden towards the purchase of property in Brightlingsea, Essex. Under the grant agreement, should the property be disposed of and the proceeds not be reinvested in an alternative property for the aims of the charity, then the London Borough of Camden have the right to request a proportion of the sale proceeds.

28 Post balance sheet events

All of the activities in The Camden Society (London) were discontinued in this entity on the 31st March 2024. Now the outstanding debts of the company have been collected and creditors settled, it is the intention of directors for the company to be struck off the register of companies.

All of the activities were discontinued in Equal Futures on the 31st March 2025. It is the intention of directors for the company to be struck off the register of companies.

All of the activities were discontinued in The Quality Company on the 31st October 2024. Now the outstanding debts of the company have been collected and creditors settled, it is the intention of directors for the company to be struck off the register of companies.

All of the above activities are to be discontinued in The Camden Society Trading on the 23rd September 2024. Now the outstanding debts of the company have been collected and creditors settled, it is the intention of directors for the company to be struck off the register of companies.

After the year end, in April 2025, Forward Housing has sold six of Forward Housing's owned properties. The properties have been revalued at the year end to reflect the sales value of the properties.

After the year end a contractual and VAT issue is currently subject to negotiation between one local authority, HMRC and a Thera subsidiary. The end result is either expected to have a nil effect, or any resulting liability will not be material to Thera Trust (who will meet the liability on the subsidiary's behalf).

After the year end, the overdraft facility has been removed and in July 2025 the Group has entered into a invoice financing facility.

29 Pension schemes

Defined contribution schemes

The Pensions Trust Ethical Fund

A number of companies in the Group participate in The Pensions Trust Ethical Fund which is a defined contribution scheme for the benefit of its employees. Contributions payable to the scheme amounted to £959,937 (2024: £885,551). The amount outstanding in respect of the Fund at the year end was £1,030 (2024: £205,791).

The Pensions Trust Flexible Retirement Plan

The Camden Society (and in the prior year, The Camden Society (London)) participates in the Flexible Retirement Plan TPT, which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £1,665 (2024: £396). The amount outstanding in respect of this scheme at the year-end was £Nil (2024: £Nil).

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

29 Pension schemes (continued)

Defined contribution schemes (continued)

NEST pension scheme

Equal Futures and Aspire Living Limited participate in the government's NEST pension scheme which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £107,986 (2024: £112,359). The amount outstanding in respect of this scheme at the year-end was £16,902 (2024: £19,852).

Clerical Medical pension scheme

Aspire Living Limited participates in the Clerical Medical Pension Scheme which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £6,693 (2024: £7,028). The amount outstanding in respect of this scheme at the year-end was £940 (2024: £3,534).

The Pensions Trust Growth Plan

Forward Living used to participate in The Pensions Trust Growth Plan (the Plan). The Plan is funded and is not contracted-out of the State Scheme. On 22 February, 2010, a transfer of contracts and all employees was made from Forward Living, a charitable company limited by guarantee which has since been struck off the register of companies, to a fellow subsidiary of the Thera Group, Thera South West, at which date Forward Living ceased to participate in the Plan. The parent charity, Thera Trust, acts as a guarantor of a floating liability amounting to £86,569 which would crystallise should the Plan at some time in the future be wound up or an event occurs as a result of which there are no remaining employers participating in the Plan.

The People's Pension Scheme

The Camden Society, The Camden Society (London), Unity Works Social Enterprises, Ansar Projects, Thera East Midlands, Thera South West, Thera North, The Quality Company, Aspire Living Limited, Dosh, Thera East, Thera East Anglia and Thera (Scotland) participate in The People's Pension Fund, which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £377,346 (2024: £282,220). The amount outstanding in respect of this Scheme at the year-end was £83,868 (2024: £429). At the balance sheet date there were 801 active members of the scheme employed by the society (2024: 530).

Social Housing Pension Scheme - defined contribution

Aspire Living Limited participates in The Pension's Trust Social Housing Pension Scheme (TPT SHPS) which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £18,629 (2024: £4,486). The amount outstanding in respect of this Scheme at the year-end was £Nil (2024: £Nil).

Thera Trust participates in the Social Housing Pension Scheme (DB/DC hybrid). The Scheme is funded and was contracted-out of the State Pension scheme. However, from 1 April, 2013, Thera Trust adopted the defined contribution structure of the scheme, it previously having operated under a defined benefit structure.

During the accounting period Thera Trust paid total contributions of £273,140 (2024: £298,994) which included £119,462 (2024: £113,235) of past service deficit contributions. At the year end, £3,431 (2024: £40,184) was outstanding in respect of the Scheme.

As at the balance sheet date there were 157 (2024: 162) active members of the Scheme employed by Thera Trust.

Social Housing Pension Scheme - defined benefit

Thera Trust participates in the Social Housing Pension Scheme (the Scheme), a multi-employer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK.

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

The last triennial valuation of the scheme for funding purposes was carried out as at 30 September 2023. This valuation revealed a reduction in the deficit from £1,560m to £700m. A Recovery Plan had previously been put in place with the aim of removing this deficit by 31 March 2028, this date still remains. The Scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme.

Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

The number of members of the scheme are set out below.

The data as at 31 March 2025 and 31 March 2024 has been calculated using a modeller provided by The Pensions Trust. Certain key assumptions, such as projected earnings increases have been set within this modeller to bring them into line with the expectations of the organisation. These are set out below

Number of active members in the scheme

	2025	2024
	No.	No.
Active	2	2
Deferred	23	26
Pensioners	16	13

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

29 Pension schemes (continued)

Defined benefit schemes multi-employer (continued)

Social Housing Pension Scheme - defined benefit (continued)

Reconciliation of Opening and Closing Balances of the Fair Value of Plan Assets

Financial assumptions

	2025	2024
	% pa	% pa
Rate of discount	6.20	5.22
Price inflation (RPI)	3.36	3.41
Price inflation (CPI)	3.10	3.09
Earnings increases	3.10	3.09
Allowance for commutation of pension for cash at retirement	75%	75%

Other material assumptions

Life expectancies in retirement:	years	years
Male currently aged 65	20.50	20.50
Female currently aged 65	23.00	23.00
Male currently aged 45	21.70	21.80
Female currently aged 45	24.50	24.40

Present Values of Defined Benefit Obligation, Fair Value of Assets and Defined Benefit Liability

	2025	2024
	£'000	£'000
Fair value of plan assets	1,590	1,617
Present value of defined benefit obligation	(1,815)	(1,970)
Deficit in plan	(225)	(353)
Defined benefit liability to be recognised	(225)	(353)
Net defined liability to be recognised	(225)	(353)

	2025	2024
	£'000	£'000
Opening fair value of employer assets	1,617	1,669
Interest income	86	87
Experience on plan assets	(168)	(189)
Contributions by the employer	124	118
Benefits paid and expenses	(69)	(68)
Closing fair value of employer assets	1,590	1,617

Reconciliation of Opening and Closing Balances of Defined Benefit Obligation

	2025	2024
	£'000	£'000
Opening defined benefit obligation	1,970	1,981
Expenses	5	5
Interest cost	101	100
Actuarial gains	(192)	(48)
Benefits paid and expenses	(69)	(68)
Closing defined benefit obligation	1,815	1,970

Defined Benefit Costs Recognised in the Statement of Financial Activities (SOFA)

	2025	2024
	£'000	£'000
Expenses	5	5
Net interest expense	15	13
Defined benefit costs recognised in the SOFA	20	18

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

29 Pension schemes (continued)

Defined benefit schemes multi-employer (continued)

Social Housing Pension Scheme - defined benefit (continued)

FRS102 pension liability reconciliation 2025

Fair value of employer assets

	2025	2024
	£'000	£'000
Global Equity	178	161
Absolute Return	-	63
Distressed Opportunities	-	57
Credit Relative Value	-	53
Alternative Risk Premia	-	51
Liquid Alternatives	295	-
Emerging Markets Debt	-	21
Risk Sharing	-	95
Insurance-Linked Securities	5	8
Property	80	65
Infrastructure	-	164
Private Equity	1	1
Real Assets	190	-
Private Debt	-	64
Opportunistic Illiquid Credit	-	63
Private Credit	195	-
Credit	61	-
Investment Grade Credit	49	-
Cash	22	32
Long Lease Property	-	10
Secured income	27	48
Liability Drive Investment	481	659
Currency Hedging	3	(1)
Net Current Assets	3	3
	1,590	1,617

	Assets £'000	Liabilities £'000	Total £'000
Brought forward	1,617	(1,970)	(353)
Actuarial gains/(losses)	-	192	192
Expenses	-	(5)	(5)
Experience on Plan Assets	(168)	-	(168)
Interest	86	(101)	(15)
Contributions in - e'ee (participants)	-	-	-
Contributions in - e'er	124	-	124
Benefits out	(69)	69	-
At year end	1,590	(1,815)	(225)
Net change in scheme deficit			128
Net current service cost / expense in SoFA			(20)

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

29 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

FRS102 pension liability reconciliation 2024

	Assets £'000	Liabilities £'000	Total £'000
Brought forward	1,669	(1,981)	(312)
Actuarial gains/(losses)	-	48	48
Expenses	-	(5)	(5)
Experience on Plan Assets	(189)	-	(189)
Interest	87	(100)	(13)
Contributions in - e'ee (participants)	-	-	-
Contributions in - e'er	118	-	118
Benefits out	(68)	68	-
At year end	1,617	(1,970)	(353)
Net change in scheme surplus/(deficit)			(41)
Net current service cost / expense in SoFA			(18)

NHS Pension Scheme

For some employees, who have previously worked in the NHS, Thera East Anglia, Thera East Midlands, Thera East, Thera North, Thera South West and The Camden Society also participate in the NHS Pension Scheme ("the Scheme"), which is a defined benefit scheme. Contributions to this scheme, which are charged against net income, are set by the Government Actuary as set out below. The pension charge for the year in respect of this Scheme was £143,992 (2024: £149,775). The amount outstanding at 31 March, 2025 was £Nil (2024: £Nil).

Past and present employees are covered by the provisions of the NHS Pension Scheme(s) relevant to their membership. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at: www.nhsbsa.nhs.uk/pensions.

Both the 1995/2008 and 2015 schemes are accounted for, and the scheme liability valued, as a single combined scheme. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the Financial Reporting Manual (FRM) requires that 'the period between formal valuations shall be four years, with approximate assessments in intervening years'. An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2025, is based on valuation data as 31 March 2023, updated to 31 March 2025 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FRM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the Statement by the Actuary, which forms part of the annual NHS Pension Scheme Annual Report and Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account its recent demographic experience), and to recommend the contribution rates payable by employees and employers.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

29 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2020. The results of this valuation set the employer contribution rate payable from 1 April 2024 to 23.7% of pensionable pay. The core cost cap cost of the scheme was calculated to be outside of the 3% cost cap corridor as at 31 March 2020. However, when the wider economic situation was taken into account through the economic cost cap cost of the scheme, the cost cap corridor was not similarly breached. As a result, there was no impact on the member benefit structure or contribution rates.

The 2024 actuarial valuation is currently being prepared and will be published before new contribution rates are implemented from April 2027.

Local Government Pension Scheme - Nottinghamshire

Thera East Midlands participates in Nottinghamshire County Council's Local Government Pension Scheme ("the Scheme"). The Scheme is funded and is contracted-out of the State Pension scheme.

Contributions payable during the period amount to £18,309 (2024: £19,423). The amount outstanding in respect of employer and employee contributions for this Scheme at the year end was £Nil (2024: £Nil).

The Trustee commissions an actuarial valuation of the Scheme every three years. The main purpose of the valuation is to determine the financial position of the Scheme in order to address the level of future contributions required so that the Scheme can meet its pension obligations as they fall due.

The last formal valuation of the Scheme was performed as at 31 March 2022 by a professionally qualified Actuary. The market value of the Scheme's assets at the valuation date was £6,498 million. The valuation revealed a surplus of assets compared with the value of liabilities of £9 million, equivalent to a past service funding level of 100%.

The next triennial formal valuation of the Scheme is due as at 31 March 2025.

Thera East Midlands has not been notified by Nottinghamshire County Council of the estimated employer debt on withdrawal from the scheme. However, at the request of the Council, Thera East Midlands has put in place an on-demand bond to meet the level of risk arising in the event of insolvency, winding up or liquidation of the company, as assessed by the Council following actuarial advice. This bond is in the sum of £108,000, and has been provided by HCC International Insurance Company Plc.

The number of members of the scheme are set out below.

The data as at 31 March 2025 and 31 March 2024 has been calculated from the valuation provided by Barnett Waddingham .
These are set out below:

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

29 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

Local Government Pension Scheme - Nottinghamshire (continued)

Number of active members in the scheme

	2025	2024
	No.	No.
Active	5	5
Deferred	11	11
Pensioners	7	7

Financial assumptions

	2025	2024
	% pa	% pa
Rate of discount	5.85	4.95
Price inflation (CPI)	2.95	2.85
Salary increases	3.95	3.85

Other material assumptions

Male currently aged 65	20.4	20.4
Female currently aged 65	23.3	23.3
Male currently aged 45	21.7	21.7
Female currently aged 45	24.7	24.7

Present Values of Defined Benefit Obligation, Fair Value of Assets and Defined Benefit Asset / (Liability)

	2025	2024
	£'000	£'000
Fair value of plan assets	1,345	1,353
Present value of defined benefit obligation	(1,015)	(1,116)
Impact of asset ceiling	(328)	(218)
Surplus in plan	2	19
Defined benefit asset to be recognised	2	19
Net defined asset to be recognised	2	19

Reconciliation of Opening and Closing Balances of the Fair Value of Plan Assets

	2025	2024
	£'000	£'000
Opening fair value of employer assets	1,353	1,255
Interest income	66	59
Return on plan assets	(73)	73
Actuarial losses	-	-
Administration expenses	(1)	(1)
Contributions by the employer	18	20
Contributions by members	6	6
Benefits paid and expenses	(24)	(59)
Closing fair value of employer assets	1,345	1,353

Reconciliation of Opening and Closing Balances of Defined Benefit Obligation

	2025	2024
	£'000	£'000
Opening defined benefit obligation	1,116	1,130
Current service cost	18	25
Past service cost	2	-
Interest cost	55	53
Contributions by members	6	6
Actuarial gains	(158)	(39)
Benefits paid and expenses	(24)	(59)
Closing defined benefit obligation	1,015	1,116

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

29 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

Local Government Pension Scheme - Nottinghamshire (continued)

Defined Benefit Costs Recognised in the Statement of Financial Activities (SOFA)

	2025 £'000	2024 £'000
Current service cost	18	25
Past service cost	2	-
Net interest expense	(2)	(6)
Administration expenses	1	1
	<u>19</u>	<u>20</u>
Defined benefit costs recognised in the SOFA		
Actual return on employer assets	<u>(7)</u>	<u>132</u>

Fair value of employer assets

	2025 £'000	2024 £'000
Equities	745	803
Gilts	67	34
Other bonds	89	72
Property	137	150
Cash	67	84
Inflation-linked pooled fund	94	64
Infrastructure	101	102
Private equities	45	44
	<u>1,345</u>	<u>1,353</u>

FRS102 pension liability reconciliation 2025

	Assets £'000	Liabilities £'000	Total £'000
Brought forward	1,353	(1,116)	237
Actuarial gains/(losses)	-	158	158
Return on Plan Assets	(73)	-	(73)
Current service cost	-	(18)	(18)
Past service cost	-	(2)	(2)
Administration expenses	(1)	-	(1)
Interest	66	(55)	11
Contributions in - e'er	18	-	18
Contributions in - e'ee (participants)	6	(6)	-
Benefits out	(24)	24	-
At year end pre asset ceiling	1,345	(1,015)	330
Impact of asset ceiling			(328)
At year end			2
Net change in scheme surplus			(17)
Net current service cost / expense in SoFA			(19)

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

29 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

Local Government Pension Scheme - Nottinghamshire (continued)

FRS102 pension liability reconciliation 2024

	Assets £'000	Liabilities £'000	Total £'000
Brought forward	1,255	(1,130)	125
Actuarial gains/(losses)	-	39	39
Return on Plan Assets	73	-	73
Current service cost	-	(25)	(25)
Administration expenses	(1)	-	(1)
Interest	59	(53)	6
Contributions in - e'er	20	-	20
Contributions in - e'ee (participants)	6	(6)	-
Benefits out	(59)	59	-
At year end pre asset ceiling	1,353	(1,116)	237
Impact of asset ceiling			-218
At year end			19
Net change in scheme surplus/(deficit)			(106)
Net current service cost / expense in SoFA			(20)

Local Government Pension Scheme - Oxfordshire

The Camden Society also participates in the Oxfordshire Local Government Pension Scheme ("the Scheme"). This is a multi-employer, defined benefit type scheme and the assets of the scheme are held separately from those of the charity in independently administered funds. Contributions payable during the year amounted to £57,779 (2024: £50,729). As at the balance sheet date there were 14 (2024: 14) active members of the Scheme employed by the Society. The amount outstanding in respect of this Scheme at the year-end was £Nil (2024: £Nil).

It is not possible in the normal course of events to identify on a consistent and reasonable basis the share of underlying assets and liabilities belonging to individual participating employers. This is because the Scheme is a multi-employer scheme where the Scheme assets are co-mingled for investment purposes, and benefits are paid from total Scheme assets. Accordingly, due to the nature of the Scheme, the accounting charge for the period under FRS102 represents the employer contribution payable.

Oxfordshire County Council has confirmed that it will take responsibility for any funding deficit arising should The Camden Society cease to be a member in the Scheme.

Local Government Pension Scheme - Worcestershire

Aspire Living Limited participates in the Worcestershire County Council's Local Government Pension Scheme ("the Scheme"). The Scheme is funded and is contracted-out of the State Pension scheme.

The Council has agreed to fund any additional employer pension costs which may be required to address future pension scheme deficits in relation to Aspire's staff.

Contributions payable during the period amount to £58,603 (2024: £68,214). The amount outstanding in respect of employer and employee contributions for this Scheme at the year-end was £Nil (2024: £Nil).

As at the balance sheet date there were 8 (2024: 10) active members of the Scheme employed by Aspire Living Limited.

It is not possible in the normal course of events to identify on a consistent and reasonable basis the share of underlying assets and liabilities belonging to individual participating employers. This is because the Scheme is a multi-employer scheme where the Scheme assets are co-mingled for investment purposes, and benefits are paid from total Scheme assets. Accordingly, due to the nature of the Scheme, the accounting charge for the period under FRS102 represents the employer contribution payable.

The scheme's Trustee commissions an actuarial valuation of the Scheme every three years. The main purpose of the valuation is to determine the financial position of the Scheme in order to address the level of future contributions required so that the Scheme can meet its pension obligations as they fall due.

The last formal valuation of the Scheme was performed as at 31 March 2022 by a professionally qualified Actuary. The market value of the Scheme's assets at the valuation date was £3,584 million. The valuation revealed a surplus of assets compared with the value of liabilities of £14 million, equivalent to a past service funding level of 100%. This is an increase on the 90% funded position as a result of the 2019 valuation.

A common rate of contribution of 18.8% of pensionable pay per annum is required from employers. The common rate is calculated as being sufficient, together with contributions paid by members, to meet all liabilities arising in respect of service after the valuation date.

The next triennial formal valuation of the Scheme is due as at 31 March 2025.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2025

29 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

Local Government Pension Scheme - Nottinghamshire (continued)

Local Government Pension Scheme - Wiltshire

Tera South West participates in Wiltshire Council's Local Government Pension Scheme (WLGPS). The Scheme is funded and is contracted-out of the State Pension scheme.

Contributions payable during the period amount to £3,700 (2024: £5,820). The amount outstanding in respect of employer and employee contributions for this Scheme at the year-end was £Nil (2024: £ Nil).

It is not possible in the normal course of events to identify on a consistent and reasonable basis the share of underlying assets and liabilities belonging to individual participating employers. This is because the Scheme is a multi-employer scheme where the Scheme assets are co-mingled for investment purposes, and benefits are paid from total Scheme assets. Accordingly, due to the nature of the Scheme, the accounting charge for the period under FRS 102 represents the employer contribution payable.

Wiltshire County Council has confirmed that it will take responsibility for any funding deficit arising should Tera South West cease to be a member in the Scheme.

As at the balance sheet date there were nil (2024: 1) active members of the Scheme employed by Tera South West.

The Trustee commissions an actuarial valuation of the Scheme every three years. The main purpose of the valuation is to determine the financial position of the Scheme in order to address the level of future contributions required so that the Scheme can meet its pension obligations as they fall due.

The last formal valuation of the Scheme was performed as at 31 March 2022 by a professionally qualified Actuary. The market value of the Scheme's assets at the valuation date was £3,230 million. The valuation revealed a surplus of assets compared with the value of liabilities of £81 million, equivalent to a past service funding level of 103%.

The next triennial formal valuation of the Scheme is due as at 31 March 2025.

THERA TRUST

England & Wales - Charity number 1090163

Accounts



THERA TRUST

Registered No: 03593418

Charity No: 1090163

TRUSTEES' CONSOLIDATED REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH, 2024

THERA TRUST

CONTENTS

	Page
Introduction	1
Report of the Directors and Trustees (Including Strategic Report)	2- 83
Report of the Independent Auditor	84-94
Summary of Money	95
Consolidated Statement of Financial Activities	96
Balance Sheets	97
Consolidated Statement of Cash Flows	98
Notes to the Financial Statements	99-135

THERA TRUST

INTRODUCTION

**These papers tell readers what the company has been doing
between April 2023 and March 2024.**

**The directors have written about what has gone well and what
needs development.**

You can see how the company has managed its money.

The accounts have been checked by our Auditor – Sayer Vincent LLP

**Some of these papers must be written in legal language. We have
introduced each section with an Easy Read text box.**

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

REFERENCE AND ADMINISTRATIVE INFORMATION

Charity Name	Thera Trust
Charity Registration Number	1090163
Country of registration	England and Wales
Company Registration Number	03593418
Country of incorporation	United Kingdom
Registered Office	134 Edmund Street Birmingham B3 2ES
Principal Address	The West House Alpha Court Swingbridge Road Grantham Lincolnshire NG31 7XT
Company Secretary	Martin Pilkington

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Auditor

Sayer Vincent LLP
Statutory Auditor
110 Golden Lane
London
EC1Y 0TG

Solicitors

Anthony Collins Solicitors LLP
134 Edmund Street
Birmingham
B3 2ES

T C Young
Melrose House
69a George Street
Edinburgh
EH2 2JG

Principal Bankers

Barclays Bank plc
Sutton 9
Leicester
Leicestershire
LE87 2BB

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

BOARD OF TRUSTEE DIRECTORS

Members of the Board of Trustee Directors, who are Directors for the purpose of company law and Trustees for the purpose of charity law, who served during the year and up to the date of this report are set out below:

John Blundell

Christine Chang (resigned 17th December 2024)

Simon Conway (resigned 30 December 2023)

Nicola Coote

Steven Folkard (appointed 19th July 2024)

Jennifer Garrigan (resigned 30 December 2023)

Ceri Lennon* (appointed 31 December 2023)

Elizabeth Lichten

Michelle McDermott Co-Chairperson

Michael Morgan (resigned 15 September 2023)

Priya Oomahdat (resigned 29th October 2024)

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Jill Parker (resigned 31 January 2024)

Kathryn Platts* (appointed 2 May 2024)

Christopher Rheinberg

Matthew Smith*

Sally Warren Co-Chairperson

Lorna Weston* (appointed 31 December 2023)

Steven Whalley (appointed 23rd July 2024)

Katie Winn* (appointed 31 December 2023)

Details of trustee remuneration are detailed in Note 9 of the accounts.

* Members of the executive team of the charitable group of companies.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

This section explains that directors are responsible for putting together accounts which must show a true and fair view. This is the law.

RESPONSIBILITIES OF THE BOARD OF TRUSTEE DIRECTORS

The Directors (who are also the Trustees of Thera Trust for the purposes of charity law) are responsible for preparing the Report of the Directors and Trustees (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of Thera Trust, the charitable company, and of the Group and of Thera Trust's and the Group's incoming resources and application of resources of the charity 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;
- ✓ make judgements and accounting estimates that are reasonable and prudent;
- ✓ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

- ✓ prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue in operation.

The Board of Directors is responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and of the Group to enable it to ensure that the financial statements comply with the Companies Act 2006. The Board of Directors is also responsible for safeguarding the assets of Thera Trust, the charitable company, and of the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2024**



report

Report of the Directors and Trustees¹

The Trustees present their report and the audited financial statements for the year ended 31 March 2024. Reference and administrative information set out on page 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

“Thera’s Vision, including that people with learning disabilities can be leaders in society, continues to drive our work across the Group. So much has been achieved but we are not complacent about the challenges ahead.

You will read in this report about the considerable prejudice and injustice that people with learning disabilities continue to face. This impacts on their ability to live good lives. It’s this that motivates us in these challenging times for social care and ensures that we continue to learn and evolve as an organisation. It is the inspiring stories that

¹ Thera Trust seeks to make its annual report and accounts accessible to all of its readers, including those with a learning disability, whilst meeting all statutory requirements. This approach requires us to “tell the story” comprehensively for the year. Key information as required by company law as part of the strategic report (context to the financial statements, analysis of our performance and insight into our objectives, strategies and risks) is woven throughout and a single integrated report is therefore being provided.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

you will also see in this report that encourage us on a day-to-day basis.

This Vision and passion has been embedded in Thera right from the start.

Jenny Garrigan and Simon Conway left Thera on 30 December 2023. They founded the organisation in 1998 and have seen its development over more than 25 years to a group of 32 companies supporting over 3000 people, employing over 3000 staff and with a turnover in excess of £90m. With the support of many people over the years, they have ensured that Thera stays true to its Vision, led by leaders with lived experience of learning disability as paid executive leaders and in other leadership roles. We're sorry to lose their Thera knowledge, wide guidance and expertise and wish them the very best for the future.

We'd also like to say a huge thank you to Mike Morgan and Jill Parker, Thera Trust Non-Executive Directors, who stepped down from the board this year. We miss their knowledge, insight, and supportive challenge. Thank you both.

Following a thorough and reflective recruitment process, Thera Trust appointed four new Executive Directors. Three were appointed at the end of December 2023, with a further person joining the executive team in February 2024. Two have extensive experience of the Thera Group and were promoted from within; two are from other companies

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

in the care sector. These new appointments, joining Matthew, who has brought his lived experience of learning disability to Thera's executive team for 18 years, create a hugely experienced, skilled and dedicated team.

This new team 'hit the ground running' by connecting with people across the Thera Group and with external stakeholders, giving reassurance to all at a time of significant change in leadership. The team are skilfully working to review how we deliver our strategy to ensure we keep moving forward towards our Vision. More news on that in next year's report.

Our Social Impact Reports are essential reading because they help everyone to understand what it is we really celebrate. Celebrating the positive impact on the lives of the people we support and recognising that it takes ALL of those involved to achieve this. The support workers, managers, local boards, central services, volunteers, to name a few!

The evidence of the impact that Thera makes, contributing to solutions for people with a learning disability in the UK, was highly praised in our 8th Social Impact Report. Our 9th report (for 2023-24) will be finalised soon, and we encourage you to read it – it is packed with those inspiring stories we mentioned above!

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

As we plan for Thera's next 25 years, we're especially grateful for all the encouragement that we have received from those we support and their families, staff, board members, advisers and investors. It would not be possible without all these people working together."

Michelle McDermott, Sally Warren
Co-Chairpersons

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2024**



What is Important for Thera

Thera has always said that the people it supports must be involved in how the organisation does its job. Thera's Vision clearly sets out Thera's philosophy to demonstrate the leadership and other abilities of people with a learning disability and to ensure their control of, and involvement in, Thera.

Our vision

-  **Thera will show that people with a learning disability can be leaders in society**
leader
-  **Thera will be controlled by people with a learning disability**
control
-  **People supported by Thera can say how their Thera company is directed and managed**
managed
-  **People with a learning disability will design the support they want from Thera.**
choice
-  **Thera will respect the rights and wishes of people at work, at home and in the community**
respect
-  **People with a learning disability will check the quality of support from their Thera company**
quality
-  **Thera Group will be led by a charity**
charity



Thera Group[®]
Supporting people with a learning disability

www.thera.co.uk

THERA TRUST

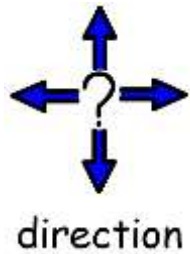
REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

People with a learning disability have a greater profile in society today than they did twenty-five years ago when Thera started. They are increasingly represented in mainstream media. However, they still face considerable prejudice and misunderstanding. Hate crime is often covered in the media and people still find themselves limited in their life choices by lack of funding or suitable property, on the margins of their local community, or excluded from employment. More subtly, charitable and social effort sometimes limits people's life choices by focussing on inputs to their "condition", attempting to mitigate its impact, rather than on outcomes, empowering individuals to live an independent life with support.

Despite decades of national and local policy to the contrary, it's also still the case that many people with a learning disability, particularly those with complex needs, remain hidden away from society. NHS statistics indicate that there were 2,015 people with a learning disability in inpatient settings at the end of April, 2024 and over half had been there for over two years. We continue to see those people who require only small amounts of care and support have their opportunities limited, both by reductions in local authority commissioned support and the challenges faced by the social care sector because of staff shortages and funding.

Thera's Vision therefore remains as relevant and necessary as it was when the organisation was first established.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2024**



Strategic Direction

Thera's strategic direction continues the range of care, support, services and activities that Thera is now known for. As a charitable group of companies, this direction is delivered both by Thera Trust itself and through its subsidiary companies.

Towards the year end, Trustees have taken the opportunity to reconsider the ways in which it delivers our strategic direction and look forward to being able to detail these further in next year's report. The content of this report sets out how the Group achieved its strategic objectives last year:

- Supporting people to have a great life, including:
 - a) continued focus on supporting people with complex needs
 - b) improving access to specialist health care
 - c) developing further our capacity and skills to support younger people with a learning disability
 - d) the development of people's daytime opportunities
- Supporting more people and working in more areas
- Creating opportunities for people beyond exclusive activities and paid support
- Offering employment and training opportunities to more people in more areas
- Expanding development opportunities for leaders with a learning disability

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

- Facilitating access to specialist housing within people's chosen communities
- Building the capacity of communities to welcome, and to offer more social connections to, and support people with a learning disability
- Supporting other organisations that share Thera's Vision
- Engaging in research and proactively influencing society for the benefit of people with a learning disability
- Protecting Thera's Vision as the organisation develops
- Developing a workforce which is equipped, empowered and engaged to deliver Thera's Vision
- Building our charitable reserves

In addition to the needs of beneficiaries and commercial considerations, trustees continue to have regard to the Charity Commission's guidance on public benefit and believe that the strategic direction, objectives and activities of Thera Trust and its subsidiaries fulfil the Commission's requirements. Thera's objects², aims and activities continue to be charitable and provide benefit both directly and indirectly to individuals in need, their families, and the local communities in which they live.

Trustees of Thera Trust promote the purposes of the charity in a number of ways, noting that this is in their role as trustees of the

² Thera Trust's charitable objects are for the public benefit and are "the relief of persons with a learning disability, their families and carers by the provision of support services including services in the support of residential, respite and other suitable forms of care, education and work opportunities and to promote public awareness of the needs of such persons and to give support to their families" and "the promotion of the effective use of charitable resources for the benefit of the public by the provision of services to organisations involved in the relief of persons with learning disabilities, their families and carers." and "the company can do all other things that are incidental or conducive to its objects or any of them."

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

parent company of a charitable group of companies. As well as talking about Thera, they:

- Ensure company articles provide for:
 - a) company members with lived experience of learning disability
 - b) paid and unpaid directors with lived experience of learning disability
- Maintain and govern a group structure to enable the engagement of local boards and leaders more directly with beneficiaries and their local communities
- Appoint paid and unpaid directors with lived experience of learning disability to the Thera Trust and subsidiary company boards
- Set a strategic direction for the Group's activities which focusses on and responds to the interests of beneficiaries
- Employ staff with lived experience of learning disability
- Encourage peer review of the quality of Thera's work
- Promote communication internally and externally that is as accessible as possible to those with lived experience of learning disability
- Maintain and develop a governance and policy structure that promotes the charity's objects
- Undertake activities designed to promote the interests of people with a learning disability in government and in wider society

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2024**



social care

The social care sector and Thera

The social care sector has been impacted by a number of increasing pressures. In the most recent sector pulse check report produced by HFT (Home Farm Trust), it describes the sector as being in a financial crisis. The report states around 40% of providers recorded a deficit in the year ending 2023, with the most significant pressure being around workforce. The annual uplifts in the National Living Wage have been substantial and local authority fees are increasingly not covering the impact of this.

We know that the demand for social care is increasing, with Skills for Care reporting an expected increase of around 32% by 2035, but, according to The King's Fund, fewer people are accessing support with one of the main challenges being workforce vacancy rates being at the second highest-ever level. There are however early indications that workforce is strengthening with reliance on agency reducing.

Thera Group has not been immune to these challenges. As an organisation we have been working hard to address these, increasing recruitment to reduce our use of agency workers, negotiating with Local Authorities to obtain the required rate increases and reviewing our costs.

Throughout, we have maintained our focus on people with a learning disability and our Thera Vision that people can be leaders and can

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2024**

live the life they choose. We continue to deliver on this impact for people.



support

Thera Supports People with a Learning Disability

As of 31 March, 2024, Thera was providing support to around 3,100 people with a learning disability (31 March, 2023 – around 3,200) across the UK. Within this, around 1500 people receive support through the financial advocacy services provided by Dosh. This is sometimes in addition to care and support provided by another Thera company. But Dosh also has a large number of customers whose day-to-day support is delivered by another care provider. The decrease in the number of people supported is mainly attributed to the planned closure of The Camden Society (London). This was completed in September 2024, with all support being successfully transferred to alternative provision, and a decrease in the number of people we support in day opportunities.

The range of Thera's work is described in its Social Impact Framework. Our independently assessed 8th Social Impact Report (for 2022-23) was published during the year and we were really pleased that Thera achieved the top scoring for its social impact, evidencing that Thera is contributing to solutions for people with a learning disability in the UK. These ratings are based on an assessment against the Impact Management Project methodology, which assesses Thera's impact across all its impact goals against the 5 metrics of what, who, how much, contribution and risk.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

At the time of writing, our 9th report (for 2023-24) was being finalised, showing Thera's impact in this year. The Thera Trust Board also adopted our new Social Impact Framework for 2024 onwards, which was co-created with people we support, families and staff members across Thera Group. We look forward to reporting against this in years to come. Copies of our annual social impact reports can be viewed online at www.thera.co.uk/impact.

Each year, we hear stories from people we work for. They range from 'big' to 'small' events, but all are significant in that person's life and make a real difference to them. They show people achieving goals and dreams, making choices, navigating changes and leading their lives as valued citizens in their local community. Some of their stories are included throughout this report and illustrate the work that Thera does and the impact that we have in people's lives.

Tom and Mila are a young couple with lots of interests, from football and creating videos for Tom, to dancing, getting dressed up and socialising for Mila. They are both close to their families.

Tom was previously living in supported living at a local college whilst Mila was living at her family home. Tom and Mila met back when they were babies and their paths crossed throughout their lives. In 2019 they began dating and in 2020 they went to their college prom together. Due to their living situation, they only saw each other once

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

a week which neither of them liked, so in 2023 both Mila and Tom decided that they wanted to live independently together as a couple. Both families supported this decision and contacted their social workers to start making this dream a reality.

Thera East Midlands were contacted to see if they could support them both in their new home. We already knew of a possible house match that was available where we had previously supported someone. The couple viewed the property and decided that this is where they would like their adventure to begin.

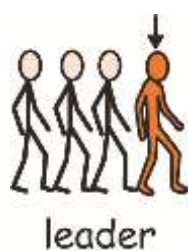
Mila and Tom began recruiting their new support team, with the help of their Community Support Leader (CSL) and chose 4 support workers. Whilst all of the formalities were being completed, staff would meet Mila and Tom at their new house and use this time to get to know each other, the area and what it was they both wanted from their new home.

Tom and Mila are loving their new lives together and are wanting to get married in the future.

Mila shared that “moving in together means we can have a real loving relationship and our own family can be independent. We love being a cute couple and seeing each other every day,”. She feels more secure now she sees Tom every day and the impact has been vast, as they can now have a great relationship and be part of their local community.

REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2024

Since we started supporting Lucia her dream was to ride a horse. Lucia lived in a secure unit prior to having her own tenancy and she had limited choices and limited social interactions with others. Since being supported by Thera (Scotland) she has flourished, she has new friends, attends a day service that she loves and enjoys. Lucia has also been on a weight loss journey to enable her to ride a horse, as she needed to be a certain weight. With the support of her dedicated team she has been attending a local slimming club, where she feels welcome and included. The result has been amazing, not only has she lost weight, she has more energy and a whole new wardrobe. Lucia enjoyed her first horse-riding weekend in the Lakes. She has achieved her dream and can now ride a horse.



Promoting People's Place in Society

Thera promotes the leadership abilities of people with a learning disability by employing them in senior roles within the organisation and offering them membership of their local Thera company. Thera also aims to support people to have a voice as citizens.

You can read further about how our Group Lead Directors of Quality and Involvement manage their co-leadership role here:

[‘We know our talents – this is not a tokenistic role’ – Community Living \(communitylivingmagazine.com\)](https://communitylivingmagazine.com)

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Equal Futures, partnering with Gig Buddies with Thera Trust, and Thera (Scotland), recently hosted their first Leadership Café event in Edinburgh.

The event brought together volunteer befrienders, Gig Buddies project managers, Thera staff, Equal Futures project coordinators and Chairpersons, and people with a lived experience of a learning disability, to discuss their experiences and roles as leaders in organisations and local communities.

Jordan Allan, Service Quality Director at Thera (Scotland), shared his experiences of building a career and achieving recognition by being placed on the Power 100 list, which recognises the 100 most influential people with a disability living and working in the UK. At the event he discussed how being given the opportunity to build a career and treated as an equal has impacted his life:

“It’s given me an unbelievable amount of independence. Before I’d started working I wouldn’t even go half an hour away and now I travel to Inverness and England. Things that I’d never done ten years ago. I now have my own home, which I never thought was possible. It makes you equal in society.”

The event was also an opportunity for staff members to spend time with people with a lived experience and see how their support impacts their lives. Rosemary attended, along with her volunteer befriender,

REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2024

Jacinta, and explained the positive effects that Equal Futures and Jacinta have had on her life:

“Being friends with Jacinta, and supported by Jane, is great. They understand me. I’m so happy.”

An Equal Futures Project Coordinator spoke to us about the event:

“It was a great chance to delve into what leadership can really mean for people with a learning disability or autism. Some of our guests told their own leadership stories. It was the first time we had ran such an event, it was very beneficial and I would love to adapt it into a workshop to roll out to a larger audience.”



Individual (Direct) Support – Supporting People to Have a Great Life!

This is the main area of Thera’s work. We aim to support people to achieve their ambitions, increase their independence and social / personal well-being with support in many aspects of their day-to-day lives, helping them to maintain a tenancy and build circles and networks of support in their local community.

Much of this aspect of Thera’s work is intensive 24-hour support, to people with complex support needs, in their own homes and alongside them in their local communities. The impact of Thera’s

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

support sometimes seems only to be small steps but, over the longer term, great strides are evident.

Thera supports, helps, and encourages people in developing a range of practical life skills, to take an active part in their local community, in employment, education, hobbies and interests, for short breaks and on holiday. Thera also supports people who want only a small amount of support from us, as one part of their overall network of family, friends and support.

Throughout 2023-24 the retention and recruitment of staff continued to be the most significant operational challenge. However, a gradual reduction in turnover, staff vacancy rates and use of temporary (agency) workers was evident in the latter part of the year. This has had a positive impact to beneficiaries ensuring they receive the consistent support they expect. The retention and recruitment of staff remains a consistent challenge in our sector and in particular areas where Thera works. Therefore, commitment to deliver our people and culture strategy remains key to respond to the changed workforce challenges and opportunities to develop our ability to equip, enable and empower our staff to provide great support and deliver Thera's vision.

The words below are written by a person we support in the North West. We have supported her for the past 7 years:

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

'I would like to tell you a little bit about myself. I came over to Thera from respite when I was 19 years old, at that time in my life I felt lost, I felt like I didn't know who I was, I had no confidence I couldn't speak to anyone, the easiest thing to do was to shut myself away, that way I didn't have to speak to anyone or deal with anything at that time that was my coping mechanism.

I felt like I had isolated myself to a point I had no drive for anything. I couldn't call to book something like a doctor's appointment that seems so simple, but I would have needed staff to do this for me as I would have felt way out of my comfort zone. I didn't feel comfortable in myself, but I felt for the sake of my health with support from staff I joined Slimming World. This was a big step for me, but I knew it was something I needed to do.

My support team grew bigger and I trusted them more and more, they knew what I was capable of, every step they were behind me even if it was a supportive word or a 'hi' from behind my closed door.

Now this present day I don't recognise the person that I once was, I am happy, I'm confident I feel a whole different me. I'm so much more in control of my life. I know I can do this. I have managed this because of the team I have around me. My health has never been better. I have lost five stone, I order my own medication and book my own doctors appointments. Who would have thought it. My biggest achievement, with support I have arranged, booked and paid for my very first holiday to Disneyland Paris. I did this.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2024**

I'm happy and so proud of myself. I would like to say thank you to my support staff team for all the support I have and encouragement I have received, here's to the next chapter.'

"Peter" had a medication review in July and results of blood tests revealed that Peter is no longer borderline diabetic and his cholesterol levels have dropped significantly, so much so that Peter is no longer required to take any medication for this. At a previous review, Peter's General Practitioner had said that Peter needed to lose a lot of weight. His support worker, who used to be a chef in a 5-star hotel in Kenya, used his knowledge of cooking and presenting meals to introduce Peter to some new foods including kimchi, kale and pumpkin seeds, which he now regularly enjoys. This has helped him to maintain food and drink swaps rather than 'dieting' as such. Peter no longer drinks Coke or keeps snacks that are high in sugar content in his room. Peter also started walking and using his bike more over the summer months which has contributed to his success. Peter told his Community Support Leader that he is very proud of himself. Peter now takes no medication and enjoys a healthier lifestyle.



Employment, Training and Social Enterprises

Unity Works Social Enterprises supports people with a learning disability with training and support into, and in, work. This includes

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2024**

working through its social enterprises – catering, gardening, warehousing and distribution, in addition to working alongside a number of Further Education colleges to support young people of 19-25 years to progress from vocational courses into employment.

Other supported employment programmes operate elsewhere in the Group.



business

Supporting Entrepreneurs



Thera supports people with a learning disability to set up their own business or community project, and we are applying skills learned from our Dolphins' Den project to new initiatives elsewhere in the Group.



housing

Housing Support

Forward Housing provides a housing brokerage service to help people with a learning disability find somewhere to live. We work with a number of housing associations and other housing providers to help people find a place of their own.

In addition, Forward Housing own, lease, and adapt property for people with a learning disability who are finding it difficult to find a house suitable to meet their specific needs.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Thera also provides support to people to move on from residential care accommodation to become tenants either in situ or in alternative accommodation.



Financial Advocacy and Corporate Appointeeship

financial advocacy

Dosh provides specialist, person-centred financial advocacy and support to manage individual budgets and direct payments as well as corporate appointeeship services to individuals.



Quality Assurance

The Quality Company provides peer quality reviews of formal care and support. These are carried out by Quality Assessors with a learning disability supported by Quality Partners. A written report is provided to the person themselves and to their care and support provider.



community

Community Capacity Building

Thera works to build the capacity and capability of people's communities to be accepting and involving of their neighbours.

Equal Futures support the creation of lasting relationships for people with a learning disability to live an equal life. They support the facilitation of circles of support around individuals along with their

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

family. For more information about Equal Futures visit: [Equal Futures](#)
[| Thera Trust](#)

Equal Futures are on a journey to explore and refocus what they do to support people with a learning disability and autism. This includes a rebrand which reflects where we they come from and where they intend to go as a charity.

Equal Futures' mission is to support the creation of lasting relationships for people with a learning disability and their families.

Equal Futures' new brand was created to reflect their mission to support people to live a good and equal life and the new logo is inspired by one of the first people supported by Equal Futures, Lindsay.

Lindsay was born with a condition in her skull and later caught a disease, both leading to a learning disability. She also has a physical disability for which she uses a wheelchair and a walker.

One day Lindsay pointed to the sky and told her family that she wanted to be "in there one day". By in there she was referring to the glider plane.

Since then, Lindsey has completed more than 130 flights in a glider plane and completed some tricks like loop-de-loops.

Lindsay's achieved many things, including her goals to fly, with support from Equal Futures' Circle of Support model.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Her story is a testament to what we can achieve together and we are proud to represent her story, and many others like hers, with the new logo.

The plane in the logo represents not only Lindsay's story but more widely what can be achieved with support from your Circle of Support. The plane is a symbol of reaching for your dreams and goals.

Jamie is autistic and lives with his younger brother and his mum Kat, who cares for both her sons without any social care or other support.

Jamie's autism makes it difficult for him to socialise and he has barely left home since February 2022.

Jamie and his family were put in touch with Equal Futures in early 2023 and Jamie was matched with a volunteer befriender called Fany. Although initially reluctant, Jamie became interested when he heard about all the things they had in common such as games and music.

Fany has been visiting Jamie at home and they have been enjoying chatting about their shared interests. They also message regularly when not together and Jamie responds to Fany in less than an hour, which is unheard of according to mum - "It is a huge step for my son".

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Since he has started spending time with Fany, Jamie is becoming more chatty and interested in the world outside – they have been on a local walk and trip to a museum, with much more planned.

“It's really amazing to witness Jamie's difference along the way.” Fany shares. “I could never take all the credit for his change ... I believe I learn and grow alongside him. ... Our conversation is effortless.”

This new friendship has also given mum some support and means she is less worried about Jamie, and he doesn't have to always rely on her.

Kat says “Equal Futures have changed my son's life and I am very much looking forward to what lies ahead for Jamie. The bleak future I envisaged is slowly disappearing into hope and happiness for him.

“A befriender can break down social barriers that I, as his mum, cannot. ... Fany is helping him to grow into the young man he can be. Thank you thank you thank you!”

Gig Buddies exists to tackle social isolation for people with a learning disability. To learn a bit more about Gig Buddies, visit their facebook page [Facebook](#) or visit their website: [Gig Buddies with Thera Trust | Thera Trust](#)

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Gig Buddies with Thera Trust Reflect on Summer 2023:

Gig Buddies with Thera Trust have attended multiple events over the last few months and now they are reflecting on their Summer as they head into Autumn.

Reflecting on their time at the Edinburgh Fringe Festival a Gig Buddies member said:

“I saw a comedian I’ve liked since the 00s when he was on Mock The Week. He was actually funnier at his own show than on that!”

The team at Gig Buddies attended these events over summer too:

- Gig Buddies Big Camp Out
- Edinburgh International Festival
- Edinburgh Fringe Festival
- Edinburgh International Book Festival
- CONNECT Music Festival

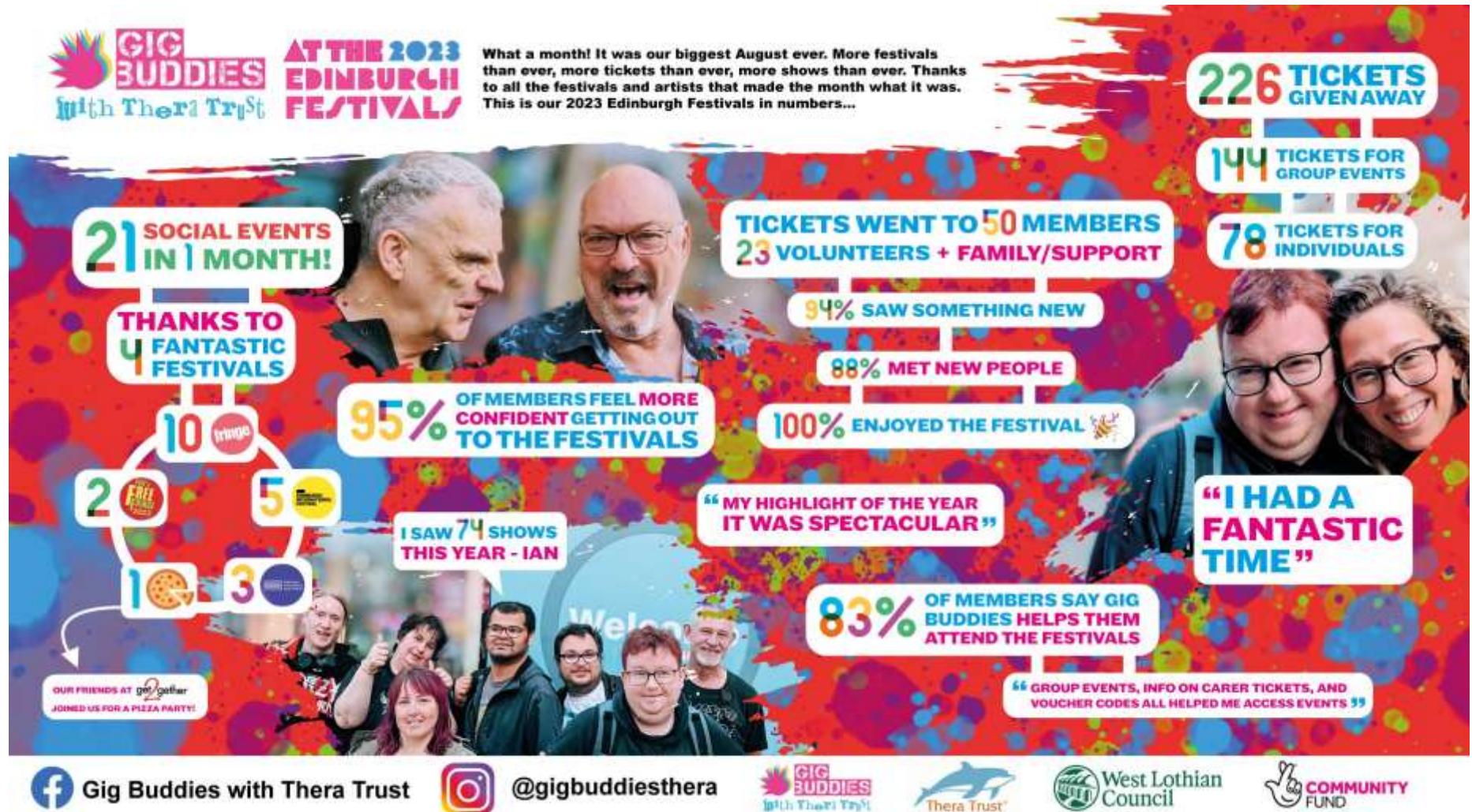
You can read all about their summer in the full blog post, here:

[Gig-Buddies-Summer-23-Blog.pdf](#)

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT)

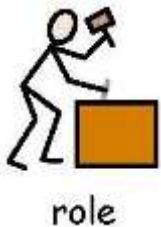
year ended 31 March, 2024



Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Other companies in the Group also undertake work and specific projects aimed at community capacity. The Thrive Project is being created to provide alternative options within communities for people with a Learning Disability who may currently be in receipt of building-based support.



The Role of Thera Trust

Thera Trust is the parent charitable company of the Thera Group. It has several distinct roles:

- ✓ The guardian of Thera's Vision and philosophy
- ✓ As a registered charity overseeing the Group's charitable activities and resources
- ✓ The parent company of the other 27 companies in the Group
- ✓ In delivery of special charitable projects, research and co-ordination of group-wide fundraising
- ✓ In the provision of social investment grants to organisations and individuals
- ✓ A provider of central support functions to the Group

In its registered charity role, Thera Trust must fulfil its charitable objectives as set out in its governing document, operates for the public benefit and complies with charity law and uses its charitable resources in the best interests of its beneficiaries.

Thera Trust also provides support and advice to subsidiary companies offering people with a learning disability company

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

membership of their local Thera company, in line with Thera's Vision. Andrew Bright and Sara Danby, Lead Directors of Quality and Involvement for Thera Trust, provide mentoring to Thera's paid executive directors with lived experience of learning disability in their leadership roles, as well as to the increasing number of non-executive directors with similar lived experience. Andrew and Sara work in an equal leadership role. Andrew bringing his lived experience of a learning disability and Sara bringing her experience of leadership roles in social care working in partnership together. Having been in their role for a year, following up on their main priorities, here are some highlights:

"One of our main aims was to recruit to the 2 vacant Service Quality Director positions. Working with Thera North and Thera South West Boards and Senior Leaders. Following the success of this, Catherine Carter for Thera North brought her background of developing training and strong advocacy. Sam Avery for Thera South West brings her passion and enthusiasm for people being included in society and her advocacy experience.

We met with Boards to discuss 'What Good Support Looks Like' and 'The Role of the Service Quality Director' at Thera including how Boards can be more accessible.

Our work also involved supporting Thera Companies with Company Membership. This has involved holding 2 Company Membership Events. These events involved people from across Thera Group,

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

including Company Members, Chairpersons, Independent Directors, Service Quality Directors and their Executive Assistants, Managing Directors and representatives from across Thera departments. The events explored what Company Membership means to people, how Companies engage with Company Members and how this could be done in the future. To build our knowledge, we also attended some company's AGM's.

In our work providing support and mentoring to Thera's paid executive directors with lived experience of learning disability, we have worked with Thera Trust's Learn department to develop a leadership program which includes building on people's knowledge and skills. We have reviewed the skills needed to be a Service Quality Director and also developed a reporting system along with the Head of Impact to measure the impact Service Quality Directors have in the quality of support people receive.

In February, we were asked to run a workshop alongside Bemix at the Learning Disability England conference in London, titled: 'Leadership and Governance by people with a lived experience of learning disability'. The workshop was well attended and had positive feedback from those who joined."

Andrew Bright and Sara Danby
Group Lead Directors of Quality and Involvement

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES

(INCLUDING STRATEGIC REPORT)

year ended 31 March, 2024

As the parent company of the Thera Group, Thera Trust has overall responsibility for a variety of governance matters including the appointment of directors to company boards, the strategic planning and monitoring of the Group and a range of regulatory responsibilities.

Thera Trust aims to support people to have a voice as citizens and increasingly leads a range of specific charitable activities and projects. Thera Trust also leads the Group's fundraising efforts, drawing on skills and experience in other companies in the Group. We seek to influence and make a difference generally for people with a learning disability both locally and nationally.

Thera Trust also provides a range of specialist corporate functions to companies across the Group and can also provide services directly to individuals with a learning disability, such as payroll services to individuals who wish to employ their own staff.

THERA TRUST

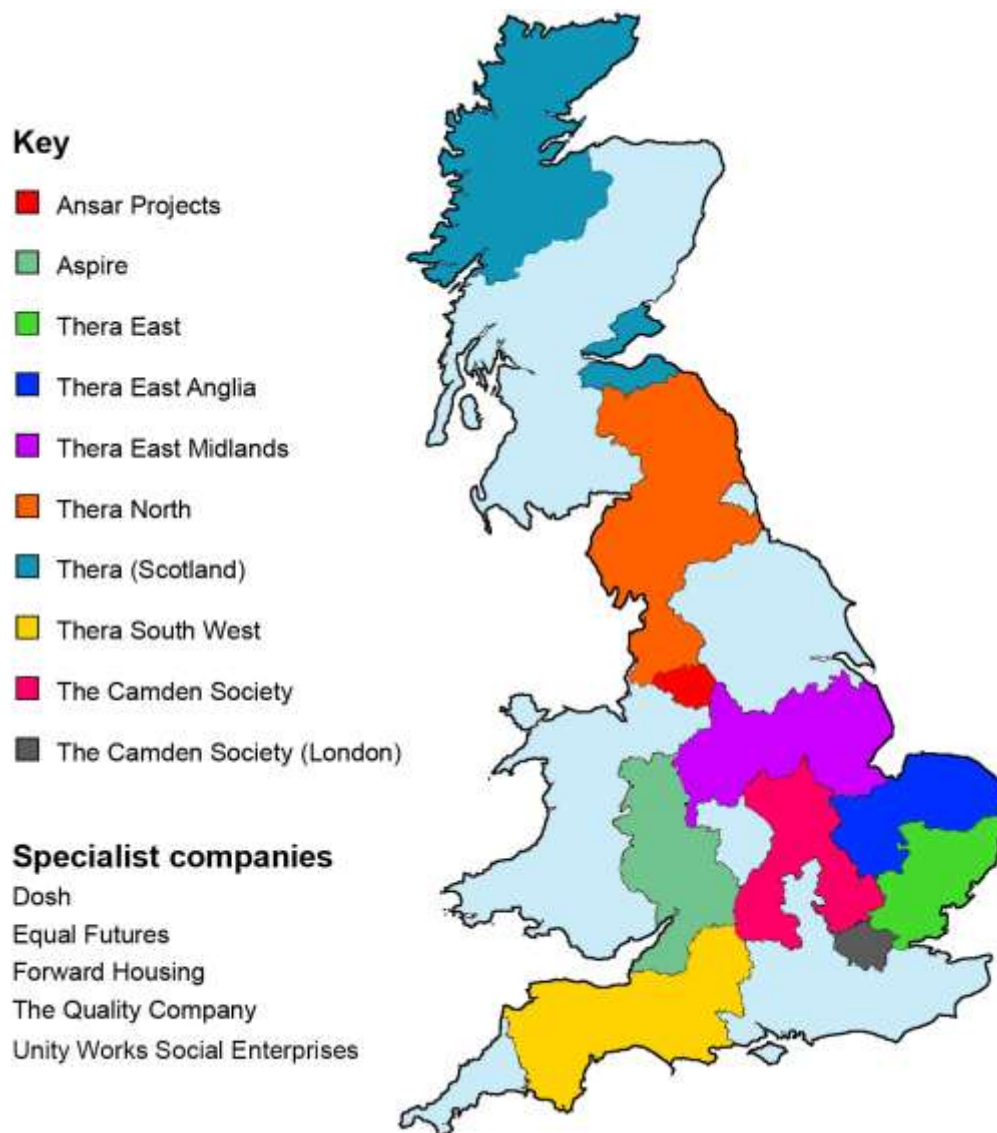
REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024



Where Thera Works

During 2023-24, Thera companies continued to support people in many parts of England, in South Wales, in South East Scotland and the Highlands.

This map shows the areas that Thera covers:



REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2024



People with a Learning Disability Help Direct and Manage Thera

People who are supported by Thera have a lot of influence on how their Thera regional company is directed and managed, as well as leading the design and delivery of their own support.

People can be company members of their local Thera company, as can families / carers and staff; they are then consulted on a range of important issues that affect the organisation. Company members can also elect an independent director to represent their views on their local company board.

In addition, people with a learning disability are employed as paid executive directors and in a number of other posts across the Group. Directors with a learning disability are responsible for overseeing the quality of the work that Thera undertakes.

25

25

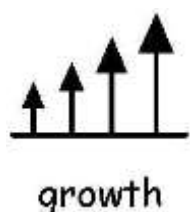
Thera is 25 Years Old!

During the year, as reported in our previous annual report, we enjoyed celebrating Thera's 25th birthday. Thera Trust was incorporated on 6 July 1998, as a not-for-profit company limited by guarantee and having no share capital. Thera started trading in August 1998, supporting five people in Cambridgeshire. Thera was registered as a charity on 18 January 2002.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

The company was established under a Memorandum of Association which established its objects and powers and is now governed under an updated set of Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1. The total number of such guarantees at 31 March, 2024 was 12 (31 March, 2023: 12).



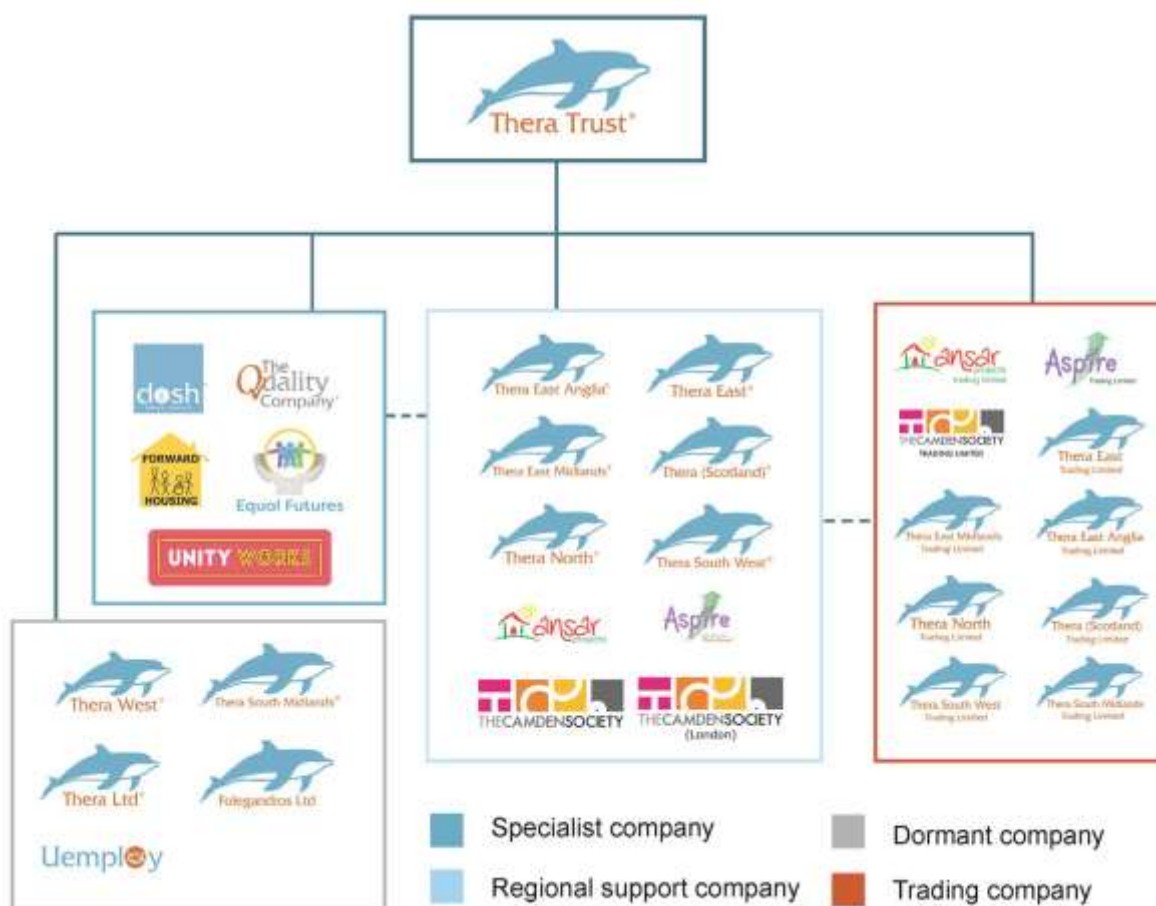
Thera is a large Group of Companies and Charities

As Thera has grown and developed, it has set up a group structure to continue supporting people through a number of smaller, locally focused subsidiary companies as well as with specialist services delivered through national companies. This means that the boards of individual companies are able to govern their company taking decisions which are aligned to the needs and wishes of their specific beneficiaries and customers, involving people with a learning disability in the direction and management of their local company and engaging closely with the local communities in which they work.

These company boards are supported by the Head of Governance, who assists them with the recruitment, induction and training of non-executive directors and provides advice and guidance to ensure those boards can operate effectively. Details of each individual company's activities and money can be found in their respective annual reports and accounts.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024



Previous annual reports have set out the history of each of the companies as part of the Group's development.

Following a review of dormant companies currently in the Group and once final accounting entries were made, Folegandros was struck off from the Register of Companies on 24 October 2023. Since the financial year end, on 8 October 2024, Thera West and Thera South Midlands have also been struck off the Register of Companies. We anticipate that Uemploy, The Camden Society (London) and The Quality Company will also be struck off in the coming year.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2024**



Leadership by People with a Learning Disability

Each regional company within the Thera Group has a paid Service Quality Director post on its board or senior management team, responsible for monitoring quality assurance and the design of new types of work as well as representing the views of people with a learning disability on the board and elsewhere and ensuring their influence on the organisation's decisions. These are paid executive roles.

Each Service Quality Director is expected to bring their experience of having a learning disability to the way the board leads the organisation. There are now posts for thirteen paid / remunerated directors with a learning disability across the Group. Some of Thera's specialist companies are also now considering such roles.

Other companies within the Group are also structured to ensure significant involvement of people with a learning disability as members, shareholders, directors, and staff.



Thera Employs Good Staff

At the end of the year, the Thera Group employed over 3,300 staff (31 March 2023 - 3,100), the majority of whom are support workers. This increase in staff is reflective of a reduction in the use of agency staff and increased recruitment.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Our staff are the most important part of Thera and we take considerable pride in their achievements, their dedication, and the level of commitment they make every day in delivering high quality support to people. Individual Thera companies have continued to invest in staff by offering first class support, training and development, ensuring that they are capable and motivated to meet the needs of our beneficiaries.

As befits an organisation with Thera's Vision, we are committed to ensuring that all job applicants and employees are treated fairly and valued regardless of gender, disability, race, age, marital status, sexual orientation, religion, colour, ethnic or national origin. We value diversity and social inclusion across all our activities and our recruitment process ensures that all applicants have equal opportunity for employment within the Group.



A number of companies in the Group have achieved the status of a Disability Confident Employer, which recognises that our systems and processes are adapted to encourage the recruitment of staff with a disability and to support them in work.

As well as the now established staff awards scheme, which are under the control of our Employee Consultative Councils in several companies, individual companies continue to explore further initiatives such as long service awards. Thera Trust has continued to maintain its support of these schemes with a £50,000 annual investment.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024



Company News from 2023-24

Annual reports necessarily highlight key events, achievements, themes, and organisational matters. We should not though forget that, on a day-to-day basis, Thera now supports around 3100 people with over 3,300 staff. It remains the case that over 6000 people therefore rely on the organisation directly in one form or another; not counting people's families and community stakeholders! This is the core of what we do as you can read from the many stories from people we support and members of staff included throughout this report as well as in our Social Impact Report, individual company reports and through our various social media channels.

Further news and stories can be found in the reports of each individual company.



Thera's Money

Thera's accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with Thera's Articles of Association, applicable law, and the requirements of the 'Accounting and Reporting by Charities, Statement of Recommended Practice' and FRS102.

Thera's income in 2023-24 continued to come largely from contracts with local authorities or NHS organisations. Contract income from these public bodies is provided to people we support on an individual

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

basis, although the extent to which people with a learning disability themselves have a say in how their local authority spends money on their behalf varies considerably across the country. A limited amount of income continues to come directly from individuals supported by Thera, who are taking advantage of the control that Direct Payments and Individual Budgets gives them. Rental income again increased, reflecting annual rent reviews rather than, this year, any material increases in the number of investment properties provided by Forward Housing.

Group incoming resources in 2023-24 were £+91.2m. (2022-23 £+81.4m.). Despite a reduction in exceptional income, there was an overall increase in income which reflects the decrease in the number, but increase in care and support need of the people supported. The increase is also due to the positive impact of the Local Authority and NHS care and support contract annual fee uplift from LA's and NHS. The fee increases do not cover the cost of the increase in the National minimum wage and other pay and non-pay inflation.

During 2024-2025, the Group made a deficit on its charitable activities of £-2.3m. (2022-23 £+2.7m.), before net exceptional costs of £-922k (2022-23 net exceptional costs £-456k). As a result, the Group made a net loss before changes in the value of investments and pensions of £-3.3m. The majority of this loss was attributable to disruption in the workforce and the necessary widespread use of temporary agency workers. In addition, there was some impact on income and costs from an increase in the number of vacant tenancies

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

where Thera supports people as many local authorities did not return to pre-Covid-19 levels of commissioning. There was a gap between cost inflation, particularly in relation to staff costs, in part due to the increase in the national minimum wage and also to ensure the Group's ability to improve recruitment and retention, and annual fee uplift price inflation from local authority customers.

The Trustees undertook a review of the value of its leasehold and freehold property, which indicated an increase in value across all investment properties of £+1.0m.

Actuarial losses on defined benefit pension schemes were £-0.2m.

As a result of all of the above, the Group's reserves at the year end were reduced by a net £-2.5m. EBITDA³ (before exceptional items) was £-1.1m. (2022-23 £-1.6m.).

Several companies in the Group - The Camden Society, Aspire Living, Equal Futures, Unity Works Social Enterprises and Forward Housing - are registered charities. Other than Forward Housing, each had reduced success in local fundraising activities, the details of which are reported separately in their respective reports and accounts.

³ Covenant EBITDA – earnings before interest, tax, depreciation and amortization and exceptional costs, which measures the company's operating performance, calculated here in line with Thera Trust bond terms and conditions.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Net charitable income and reserves are applied by Thera to the benefit of people with a learning disability through the Group's wider charitable objectives. This may be through support to smaller companies in the Group or specific charitable projects. During the year, trustees again made a number of monetary grants to individuals to meet specific requests for financial support. Trustees have also maintained the discretionary fund to reward individual members of staff who demonstrate a particular contribution to the Charity's objectives.

Details of the results for each of our subsidiary companies can be found in note 15 to the accounts later in this document and in their individual separately published accounts.



investor

Investor Support

We're really pleased to continue to be supported by a range of individual and institutional investors and we continue to be grateful to all those organisations and individuals who have supported Thera by investing in our bonds.

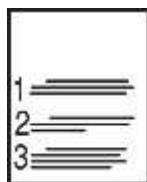
In October 2023, we launched our fifth charity bond, again with the valued support of Triodos Bank which raised £4.1m.

We are grateful to Rathbone (Unit Trust Management), Rathbone Greenbank, Bridge House Estates, CAF Venturesome, Treebeard Trust, Better Society Capital, Tuixen Foundation and The Rafael

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Trust for their invaluable continued support, alongside many individual investors.



plan

Transformation Plan and rescheduling of repayment of bonds

Shortly before the March 2024 year-end, the new Thera Trust Executive team became fully aware of the significant cash flow challenge due to several factors, including: Thera Trust was only able to raise £4.1m from the planned £5m October 2023 charity bond raise; continuing slow payments for contracts from Local Authorities; and generation of a financial loss for the second year. It was clear that urgent action needed to be taken.

Meetings were held with all three groups of bondholders in April 2024, to ask for the repayment to the 2018 bondholders of their capital in March 2024 to be deferred for six months, to enable the new Executive team to prepare a transformation plan to return the Trust to a surplus over three years. This request was granted.

The three-year transformation plan has four workstreams and is led by the Executive team, supported by a Head of Transformation. The work streams are: ‘Operational efficiencies’; ‘income generation’; ‘simplification of Thera Group structure’ and ‘Central Services right-sizing’.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2024**

In addition to the three-year transformation plan, a five-year financial plan was created which identified options for paying the bondholders back in a financially sustainable way.

To provide future liquidity and greater insulation for risks, a £4m sale and lease back of property was completed on 23 December 2024 and an Asset backed lending facility is being actively pursued.



Update on the Transformation Plan

Delivery of the short-term targets in 2024-25 are underway. Initial savings were made by restricting discretionary funds which included the Social Investment fund, as well as travel and accommodation. Improvements to date include:

- 12% reduced agency usage;
- operational staff turnover reduced to 26%;
- central services pay savings and effectiveness of £0.6m;
- closure of the loss-making Camden Society (London);
- recovery of £1.3m of old Local Authority debts.

Plans are in place to further grow income by filling vacant tenancies, increase fundraising and increase fees where needed to ensure that care and support services are appropriately funded, and identify business development opportunities to provide services in new area of the country.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Delivery of medium-term targets in 2025-26 include ongoing rationalisation of the Group and generating additional savings through more process and systems efficiencies.

Delivery of longer-term targets include achieving a stable and sustainable level of surplus and generation, building a resilient headroom and planning to refinance any outstanding debt at March 2029.

The commitment to deliver high quality care and support remains at the heart of our plan and will be monitored throughout the plan.



payments

Rescheduling of bond repayments

Meetings were held with bondholders in September 2024, to propose revised repayment dates of principal which were determined by affordability and Thera needing to maintain £3.5m to £4.0m liquidity headroom. The intention is to repay the bonds in order they are due: 2018-24, then 2020-26, then 2023-29. However, the initial payment will be paid pro rata to all holders as it is part proceeds of a property sale.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

The table below show the new repayment schedule for each series of bonds:

% of principal to be repaid on the Expected Repayment Dates	Expected repayment date	2018-2024 £	2020-2026 £	2023-2029 £
	31 December 2024	10.0%	10.0%	10.0%
	31 December 2025	30.0%		
	31 December 2026	30.0%		
	31 December 2027	30.0%	15.0%	
	31 December 2028		35.0%	
	31 March 2029		40.0%	90.0%
		100.0%	100.0%	100.0%

The first payment, due on 31 December has been made.

The interest rate on the 2023-29 bond will remain unchanged at 7.25%.

Interest rates (excl default interest) on the 2018-24 and 2020-26 bond are increased and are set out below.

The interest payment date will remain the same, 31 March each year and the interest rate will be paid on the balance outstanding from time to time, adjusted for any repayments.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Coupon Rates

	Period	2018-2024	2020-2026	2023-2029
From 1 April until 30 September 2024 on 100% principal	6 months	5.5% pa + default interest *(see below)	5.25% pa	7.25% pa
From 1 October until 31 March 2025 on balance outstanding from time to time	6 months	Increased from 5.5% to 6%pa	Increased from 5.25% to 5.75% pa	
Thereafter on				
31 March each year on balance outstanding from time to time	12 months	6% pa	5.75%pa	

* default interest of 3%, for the 18 months from 1 April 2023 to 30 September 2024 has been paid in accordance with the Special Resolution of April 2024.

Interest accrues on principal outstanding on 1st April each year until the next interest payment date.

From 1 October 2024 default interest will no longer be applicable on any of the bonds.



Property Purchases and Developments

During the year, we continued to have access to funding under our agreement with Cheyne Capital made available from their Social Impact Property Fund. These funds continued to provide opportunity for Forward Housing to make property available to individuals supported by other Thera companies with a consequent impact on turnover and trading surplus. The fund closed in October 2024 and we are in the process of looking for new Funds to continue to support investment.

During the year, there were no developments of any properties, however there are three that are being completed after the year end.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024



investment

Social Investment Policy

Thera Trust's Social Investment Policy allows Thera:

- ✓ To make social investment by way of loan and grant of contracts in accordance with the strategy of Thera Trust for providing services to individuals with a learning disability, their families and carers associated with the Thera Group
- ✓ To make loans and grants available to companies within the Thera Group
- ✓ To make programme related investments by way of grants or loans to organisations outside of the Thera Group

During the year, Thera committed to support the continued development of its smaller and charitable subsidiary companies with working capital as necessary in line with funding agreements within the Group and in line with this policy.

In particular, during the year, Thera Trust once again made social investment grants to The Quality Company, Equal Futures, and to Unity Works Social Enterprises, recognising their activities are specifically to advance Thera's charitable objectives.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024



money

Reserves

The overall results for 2023-24 had a negative impact on the Group's reserves. Net assets at 31 March, 2024 were £+9.1m. (31 March 2023 £+11.6m.). Thera's reserves were made up as follows:

	£'000
Unrestricted Reserves (incl. Re-Valuation Reserve)	8,593
Designated Reserves	8
Restricted Reserves	483
Total Reserves at 31 March, 2024	9,084



policy

Reserves Policy

Thera's Reserves Policy is for the Group's overall reserves to be neither too big nor too small and to be sufficient to meet the needs of both the whole Group, and of individual companies and charities within it.

Thera Trust Group acknowledges the fact that the current reserves position is lower than ideal to support financial sustainability. Thera Trust's approach to resolving this position is explained in the Transformation Plan section below.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Guidance from The Charity Commissions CC 19: building Resilience (June 2023) <https://www.gov.uk/government/publications/charities-and-reserves-cc19>, gives Guidance to Trustees re Reserves Policies, highlighting the different reasons and needs for having a certain level of reserves.

Thera Trust will look to develop a reserves policy during the year to better reflect the level of risk it faces, though this will need to be the context of building these reserves over time.

It will also consider the recommendation / expectation that the CQC will expect a circa £3-4m cash balance to support liquidity.



cash

Cash and Working Capital

At the year end, net current assets were £+6.6m. (31 March 2023 £+3.2m.). This increase reflects in part the rescheduling of the bond repayment dates.

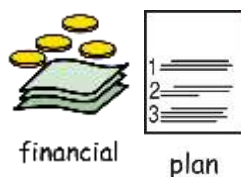
Operating cash decreased by £-2.3m. (2022-23 £-1.2m.) reflecting the reduced overall trading results. As a result of this, the receipt of new bond funding of £4.1m, and the repayment of borrowings of -£1.6m, overall cash decreased over the year by £-0.9m (2022-23 decrease of £-2.4m.).

Thera's Treasury Management Policy allows only ethical investment of cash balances in money market deposits, UK commercial paper

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

or bonds or sterling certificates of deposit. Thus far monies have only been held on deposit.



Going Concern

Thera Trust Group Trustees believe that the transformational financial plan is measured and achievable, and it has undertaken scenario modelling, and has reviewed risks and uncertainties (including the impact of the increase in National Minimum wage and Employers National Insurance contributions and the potential levels of funding from local authorities to pay for these increases) in determining that the accounts should be prepared on a going concern basis. The Group is currently on track with the delivery of the transformation plan.

The £4m sale and leaseback of the properties and access to an Asset Based lending facility will provide additional liquidity to ensure that bondholders are paid back in accordance with the revised repayment schedule, and that Thera Trust Group remains financially viable.

As ever for social care providers, the level of funding remains an on-going but significant uncertainty, largely through price inflation, that local authority and NHS commissioners will agree in future years. Thera Trust is actively engaging with Local Authorities to ensure that the fees for 2025-26 are fair for the provision that is provided.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Several companies in the Group have a negative balance sheet. These have arisen in general because of the operational challenges reported above. The trustees remain confident that the Group's balance sheet is strong enough to generate sufficient additional working capital in the short term to support these companies on a going concern basis.

THERA Group expects that companies will support more people in the future allowing balance sheet deficits to be eliminated over time. In the case of regional companies, there is a specific focus for development activity in the years ahead. THERA Trust will continue to provide financial support to these entities in the short term, but the transformation plan expects a transition to generation of surplus to further strengthen the Group's financial sustainability.

Loss making provision of care and support is being reviewed to ensure that operational effectiveness moves financial performance to one of surplus generation.

Mitigating actions have been considered to address the identified risks so that THERA Trust Group continues to ensure the financial sustainability of the Group and is able to deliver care and support to people with learning Disabilities.

A decision was made by the board of The Camden Society (London) to wind the company down. Due to escalating pressures within the social care sector and the loss of a significant contract impacting on

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

financial performance, The Camden Society (London) stopped providing support on 31 March 2024 and the company is therefore no longer a going concern.

Similarly, since the year end, the board of The Camden Society Trading Ltd, who sub-contracted operational work to The Camden Society (London), agreed to cease trading on 23 September 2024. The Camden Society Trading Ltd is therefore no longer a going concern.

The Quality Company has in the past received financial support from Thera Trust through a Social Investment Grant. This money covered some of the cost of quality checks and charges made to Thera customers. Since the year end, and due to financial pressures covered earlier in this report, Thera Trust made the decision to stop providing this grant. This led to The Quality Company reviewing its activities to find an approach that would be less expensive to deliver, while preserving the commitment to people supported by Thera having the quality of their support peer reviewed by someone with a learning disability.

The Quality Company ceased trading on 31 October 2024. From that point onward, the activities of The Quality Company will be delivered through the parent company, Thera Trust, and The Quality Company (the company) will be wound up. The Quality Company Ltd is therefore no longer a going concern.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Equal Futures has in the past received financial support from Thera Trust through a Social Investment Grant. This money covered some of the costs associated with facilitating circles of support for people with a learning disability and the delivery of workshops to parents/carers and like-minded professionals. Due to financial pressures, covered earlier in this report, Thera Trust made the decision to stop providing this grant. This led to Equal Futures reviewing its activities to find an approach that would be less expensive to deliver, whilst maintaining its commitment to volunteering and community connections for people with a learning disability.

Equal Futures anticipates to cease trading on 31 March 2025. From that point onward, the activities of Equal Futures will be delivered through the parent company, Thera Trust, and Equal Futures (the company) will be wound up. Equal Futures Ltd is therefore no longer a going concern.

Financial Covenants



finance

Thera has historically had an obligation to perform positively against three key financial covenants in respect of its bond holdings and also its loan with its lending bank. As a result of the restructure of the bondholder agreements on 3rd September 2024, both the bondholder and loan arrangements have had the financial covenants removed.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

The default interest from not meeting the financial covenant in respect of the March 2023 financial statements, was not paid, but instead rolled over into new bondholding in the 2023 bond.

There are new covenants within the bond instruments to enhance oversight and transparency of Thera Trust Groups performance and Thera Trust is actively working to ensure that these covenants are met.



Pensions Liability

The valuation of the Social Housing Pension Scheme in the year to March 2024 showed a slight deterioration in the defined benefit liability. The net pension liability for this scheme has increased from £-312k to £-353k.

Annual additional deficit contributions continue to be made in line with a plan set by the Scheme's actuary. The 2023 triennial valuation reduced the deficit from £1.6m to £0.7m which is to be paid back by 31 March 2028.

Several Thera companies participate in the Local Government Pension Scheme ("LGPS") for staff who have transferred under TUPE regulations. In all but one case, liabilities are effectively underwritten by the relevant local authority. In the remaining case, an employer-specific valuation is available, setting out the assets and liabilities attributable to Thera.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Changes have reduced the scheme from a surplus of £+125k to a surplus of £+19k.

The combined liability of these two schemes reduces Group reserves negatively £-0.3 m.



Thera's Directors (Trustees)

Members of the board of directors, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report, are shown in the company information at the start of this report and accounts.

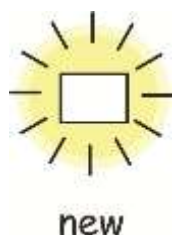
Thera Group is run by a team of executive trustees, each equally responsible for the overall strategic direction and performance of the organisation and one of whom has a learning disability. This structure serves our philosophy. It enables the director with a learning disability properly to say that they are at the top of the organisation and accountable directly to company members and beneficiaries. They are treated equally to colleague executive directors in terms of status and pay and have an equal status around the board table as an executive without their voice being filtered, and the equal team structures means that the leadership of the organisation is not represented by a single figurehead. There is no clearer demonstration of Thera's Vision and its commitment to it, both internally and externally. The status of the director with a learning

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2024**

disability in this structure provides leadership example, confidence and ambition for other directors with a learning disability across the Group and more widely, and also provides a clear focus for the cohesion of Thera's culture.

In addition, but less importantly, we recognise that the equal team has now effectively become an integral part of Thera's brand.

New Thera Directors



Our Group Maturity Plan is designed to strengthen the governance and leadership arrangements of the organisation. This includes recruitment and development of more non-executive directors / trustees as well as empowering individual boards and their companies towards greater independence within the group structure. Boards across the Thera Group have been equipped with ready-made tools to strengthen their effectiveness and performance. This includes creating new board skills audit and succession plans and working through board self-review exercises.

During the year board activity consisted of a mix of face to face and hybrid or online meetings.

Across the Group, our various boards can accommodate almost 100 unremunerated directors. This means we are always looking for new non-executive directors / trustees to maintain the effective governance of the Group. We have continued to recruit both

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

nationally and locally for directors / trustees, including people with a learning disability who wish to be unremunerated directors. In 2023-24, we welcomed 15 new unpaid non-executive directors / trustees, who have increased the wide range of skills on our company boards.

The chairpersons from our companies met both face to face and online during the year to share ideas about good governance, board development and organisational strategy. These sessions are invaluable for developing the links across a complex group and they also serve as peer support for individual chairpersons.

We really appreciate the contribution that unpaid directors / trustees make to the governance and leadership of the Group for the benefit of the people we support. We could not fulfil Thera's Vision without them.

Thera makes sure that it has Good Directors



Recruitment, Induction and Training of Trustees and Directors - Nominations Committee.

The Nominations Committee consists of two non-executive and two executive trustees. Its primary role is to manage and monitor the appointment of directors (both executive and non-executive) across the Group.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

New directors and trustees are recruited through a process of open and fair recruitment. Recruitment is carried out through a formal process that involves the input of existing directors / trustees, people supported by the organisation members of staff, and the Head of Governance.

In the coming year, directors, trustees and senior leaders will attend a revised online central induction to ensure they know Thera and its Vision, the context in which it operates, the role that boards play and their legal responsibilities. This induction event is supplemented by a series of online induction bitesize sessions, and a more specific company induction, which together give our directors a good understanding of the Thera Group and their own company.

All directors and trustees are subject to references and DBS checks.

The Articles of Association of Thera Trust state that the Board shall comprise a minimum of four and a maximum of fifteen directors; of which there shall be a minimum of one executive director and a maximum of five. The executive directors and the non-executive directors must each include at least one person with a learning disability. A similar expectation is placed on the boards of other operating companies in the Group.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024



pay



pension

Unremunerated Directors Decide About Directors' Pay and About Thera's Pensions

Remuneration and Pensions Committee

The Committee consists of three non-executive directors, who independently determine the remuneration of executive directors of Thera Trust and of Thera's subsidiary companies. In its remuneration policy, the Committee takes account of good practice guidelines in setting executive pay, including the principles set out in the NCVO's April 2014 report on Charity Senior Executive Pay.

The Committee's approach recognises Thera's unique approach to leadership, and the equal executive team structure working at the top of the Group in line with Thera's Vision. In setting the remuneration of the Group's executive team, the Committee takes account of the breadth of its leadership roles, their professional and functional responsibilities and their shared responsibility for the overall strategic leadership of the organisation. These are considered against relevant and appropriate market data of group structures of comparable size and complexity, and the requirements of the organisation's strategic plan. The Committee has agreed a detailed methodology for setting pay rates and makes its decisions in the context of Thera's decisions on the pay of its entire workforce.

The Committee determined in 2023-24 that no increases would be made for Thera Trust's directors. The detail of salaries is disclosed in Note 9 of the accounts.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

The Committee also has responsibility for ensuring that Thera has in place adequate and appropriate pension arrangements for its staff, for ensuring effective consultation arrangements are in place with staff and to consider and address any potential liabilities. A report to the Committee reviewing Thera's pensions arrangements will be considered during 2024-25.

Further information on pension schemes across the Group can be found in notes 1(r) and 30 to the accounts.



check

Unremunerated Directors Check Thera's Money

Audit and Risk Committee and Auditors

The Audit and Risk Committee now comprises four directors from the Thera Trust Board and the financial and operational leads from amongst the Group Executive Team. The Committee met four times during the year.



audit

In 2024-25 the Committee will operate in accordance with a revised and extended terms of reference and a new work programme to ensure it carries out its responsibilities in a timely and effective way. There will also be a greater emphasis on monitoring Thera's strategic risk environment and the controls that are in place to mitigate key risks facing the Group.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Imergo Limited took forward a limited internal audit programme of work during the year.

The Committee recommended the re-appointment of Sayer Vincent as the Group's auditors for the 2024-25 accounts.



Unremunerated Directors Help with Thera's Fundraising

Thera Trust's fundraising is overseen by the Fundraising Committee, comprising people from across the Thera Group. The Committee leads our drive to increase the amount of income earned from fundraising and ensure high standards of fundraising activity are maintained.

During the year, Thera Group received £+0.2m (2021-22 £+0.3m.) in grants, donations and gifts-in-kind which is targeted both at specific projects and in general support of our charitable objects. The cost of generating these funds was £0.2m.

The fundraising climate across the UK has become increasingly challenging, with greater demand for support and reduction in funds available for organisations not specifically focused on the cost-of-living response. It is expected to remain challenging for some time to come. Growth in our own fundraising is most likely to be driven by diversification of fundraising income.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Some charitable companies in the Group - Aspire Living, The Camden Society, Unity Works Social Enterprises and Equal Futures – have each undertaken their own limited fundraising activity. They have made some use of their own staff resource to do so. There was no use of any commercial participator within Thera Group.

Fundraising is delivered in a co-ordinated and centralised manner by in-house fundraisers. Fundraisers are focused on trust and grant income, which represents the vast majority of group fundraised income currently, as well as laying the foundations for development of broader public fundraising in the future.

All fundraisers are expected to work in line with the Fundraising Regulator's Code of Fundraising Practice, which is used as a reference point by the fundraisers when developing any new fundraising activity or reviewing existing activity. We have no reported compliance issues and continue to review and update policies and procedures in line with the Code to ensure that compliance remains strong. We are registered with the Fundraising Regulator.

We do not undertake door-to-door, face-to-face or direct mail fundraising and public fundraising in general is currently very limited. As a result, the risk of fundraising in relation to vulnerable people is extremely limited. Fundraisers work closely with the Thera Trust's Communications Team to ensure that fundraising communications are easy to understand, respectful of potential donors, provide clarity about the cause and do not mislead in any

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

way. As public fundraising activity increases in the future, the fundraisers are planning to develop training for volunteers and other staff across the Group, to ensure they understand the standards we aim to uphold and what to consider when it comes to vulnerable people and fundraising.

Trustees are not aware of any complaints in relation to fundraising activities. We have clear processes in place as to how complaints will be handled should they arise.

Unremunerated Directors Talk with Thera's Staff

Thera's Vision states "Thera will respect the rights and wishes of people at work, at home and in the community". This demonstrates an approach not only to people supported by the organisation, but also to members of staff and volunteers.

Staff are able to engage formally with the organisation as company members alongside people supported and family members and by electing representatives to a company's Employee Consultative Council, a sub-committee of their Board, providing a direct line of communication between directors and the workforce.

Thera has an established Employee Consultative Council structure in most companies across the Group. Employee Consultative Councils in those Thera companies are chaired by an unremunerated director and consider a range of matters relating to Thera's staff. This



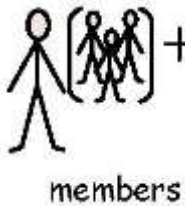
talk

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

includes sharing important information about Thera and finding out what staff think about important decisions that may affect them or, in some cases, formal consultation processes about workforce change.

The Employee Consultative Councils are the main formal mechanism for ensuring that Thera delivers on its philosophy of involvement in relation to its staff and meets its obligations under the Information and Consultation Regulations 2005.



People with a Learning Disability will be Members of Thera

Thera Trust's Membership Committee oversees the membership of the company in line with Thera's Articles of Association. The Committee is chaired by Matthew Smith, Group Director - Learning Disability Leadership.

Thera's founding aim was to be "an organisation directly controlled by people with a learning disability". All the main operating companies in the Group now have an active company membership comprising people with a learning disability, families / carers, and members of staff.

At 31 March, 2024, there were 80 company members of various companies across the Group. A number of companies are actively engaged in increasing the number of their company members better to ensure control by, and involvement of, the people that they support.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024



work together

Engagement with Key Stakeholders

Thera's approach to stakeholder engagement is built into its very structure.

- ✓ We have small local and specialist companies in order that their boards can be close to beneficiaries (people with a learning disability and their families / carers) and members of staff and can engage with the local communities in which they work.
- ✓ Directors with lived experience of learning disability meet face to face with beneficiaries and staff during the year both to assess the quality of Thera's work and also to take feedback to the board. They speak for the interests of beneficiaries around the board table.
- ✓ We promote company membership in order that our beneficiaries have a measure of control over the company that provides their support or that employs them.
- ✓ On some boards, an independent director is elected directly by company members and in that role formally represents the interests of company members and beneficiaries in general to directors.
- ✓ Employee Consultative Committees enable staff to engage directly with senior management and board directors.
- ✓ Thera Trust directors are represented on each subsidiary company board and therefore have direct contact with beneficiaries through the above mechanisms.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Thera is part of the Care Quality Commission's Market Oversight Scheme with regular quarterly reporting and meetings held during the year to discuss matters of mutual importance. Thera Trust has kept the CQC informed about the progress against the Transformation Plan, who have been supportive throughout the process.

Subsidiary companies manage relationships locally with local authority and NHS stakeholders. This may be through provider fora or formal contract meetings.

Within the Group, boards engage with one another through the Chairs' forum and peer liaison groups as part of internal stakeholder arrangements crucial to the effective governance of the Group.

During the year, beneficiaries and staff were still involved in the appointment of executive and non-executive directors with face to face and virtual meetings, providing feedback to boards and Thera Trust's Nominations Committee. In some companies, beneficiaries and staff were directly engaged in the compilation of annual plans in meetings with board directors.

We are grateful to the bondholders who continue to support Thera Trust. As part of the discussions with the bondholders regarding reprofiling the payment of capital to them, we have committed to providing them with regular updates on financial performance against the transformation plan. In addition, we have committed to appoint an Independent Director to the Board of Thera Trust who will have a

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

responsibility to consider the impact of decisions upon the bondholders.

Streamlined Energy and Carbon Reporting (“SECR”)

Thera is committed to good environmental practices and to operating in a sustainable manner in accordance with legislative requirements. It aims to raise awareness of our impact on the environment amongst the people we support and our staff and to work in an environmentally friendly manner.

Our policy is wholly to support and comply with, or exceed, the requirements of current environmental legislation and codes of practice.

Thera is committed to continual improvement in preventing and reducing pollution occurring from our activities, minimising waste, and ensuring the reuse and recycling of goods and materials. We aim to set and review environmental objectives and targets, minimise energy and water usage in our buildings, vehicles, and processes and to increase awareness of energy efficiency. Thera will seek to operate and maintain company vehicles with due regard to environmental issues and encourage the use of alternative means of transport and car sharing amongst our beneficiaries and our staff. As far as possible, we aim to purchase products and services that create the least damage to the environment and encourage others to do the same.



THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

During the year, we introduced two hybrid vehicles which are being used at support addresses and are measuring the efficiency which is showing a reduction in our greenhouse gas emissions.

We have reduced non-essential travel and made greater use of technology which has lessened the use of the grey fleet vehicles and again is showing a reduction in our greenhouse gas emissions.

Hybrid working is still in place, and we continue to obtain efficiencies from heating and lighting energy use.

During the year we have started to move to a paperless office environment. This will reduce our use of copy paper, ink usage for printers and will give an energy saving as the printers usage will decrease.

		1 April 2022 to 31 March 2023			1 April 2023 to 31 March 2024		
Emission Type	Activity	kWh	tCO2e	% of emissions total	kWh	tCO2e	% of emissions total
Scope 1 - direct emissions	Natural Gas	470,766	85.93	16%	431,894	79.01	16%
	Vehicle fuel	292,870	70.62	13%	171,604	40.89	8%
	Sub-total	763,637	156.6	28%	603,499	119.90	24%
Scope 2 - indirect emissions	Electricity	407,608	78.82	14%	252,584	52.30	11%
	Sub-total	407,608	78.8	14%	252,584	52.30	11%
Scope 3 - other indirect emissions	Grey Fleet	1,274,508	314.45	57%	1,403,725	321.37	65%
	Sub-total	1,274,508	314.4	57%	1,403,725	321.37	65%
TOTALS		2,445,753	549.82	100%	2,259,808	493.57	100%

Metric	1 April 2022 to 31 March 2023	1 April 2023 to 31 March 2024
Employees	3,066	3,259
tCO2e per employee	0.18	0.15

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

We have used the number of employees as the base measure for the intensity ratio of carbon usage as being most representative of the size of the organisation. The resulting intensity ratio will then best reflect changes in operation and energy consumption over time. We have followed the GHG Protocol Corporate Accounting and Reporting Standard and we have used the 2019 UK Government's Conversion Factors for Company Reporting. The energy efficiency narrative methodology has been created based on energy management best practice and we have used the financial control approach for the scope of this report.



business

Related Party Transactions

Related party transactions are detailed in Note 11 to the accounts.



risk

Managing Risk

The Trustees have assessed the major risks to which Thera may be exposed through a risk management strategy, which is reviewed annually. Trustees review key and current risks at throughout the year.

Key risks which are inherent in Thera's work include the abuse or neglect of vulnerable people, a failure by one of our companies to comply with CQC fundamental standards or other regulatory requirements, a failure to meet our financial liabilities as they become due, or a failure to realise Thera's Vision.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

All of Thera's regional care and support companies (including Aspire Living, Ansar Projects, The Camden Society and The Camden Society (London)) are registered with the Care Quality Commission (in England) or the Care Inspectorate (in Scotland). Of the sixteen registered companies / locations with the Care Quality Commission, all have met or been assessed to have an overall rating of 'Good', with one company receiving an overall rating of 'Outstanding'. Of the three registrations with the Care Inspectorate Scotland, all have been inspected within this financial year, one has achieved a rating of 'Good', with both others achieving a rating of 'Very Good'.

There is a risk that Thera is not able to deliver its three-year plan returning it to financial sustainability. This risk is being monitored by both the Executive and the Thera Trust Board on a regular basis, with contingency plans in place to ensure that the plan remains on track.

The Group continues to face risk in its ability to deliver its contracts and wider charitable activities and to its financial position from problems in the wider labour market. We continue to see improvements in recruitment and retention after the balance sheet date, these challenges continue, and the labour market remains difficult. The use of temporary (agency) workers remains a risk in to the 2024-25 financial year. The increasing costs of employing staff and the parallel lack of sufficient funding from Local Authorities has resulted in some contracts becoming loss-making. Difficult decisions to hand back contracts, including closing one operating subsidiary,

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

have necessarily been made after the balance sheet date and further risk of this remains, albeit not to any material extent in relation to the Group's overall activities.

In addition, a secondary risk arises from similar staff shortages across local authorities, who are finding it more difficult to process invoices with a resultant delay in settlement of invoices and negative impact on cashflow.

The social care market in which Thera operates continues to experience significant funding challenges as commissioners attempt to reconcile increasing demand within a tighter funding environment.

Thera supports people with a learning disability in the main who have a substantial and critical assessed need. Accordingly, these individuals are at a much lower risk of having their support reduced because of funding challenges, with local authorities and commissioners continuing to prioritise this area of spending. Like all care and support service providers, Thera is exposed to a range of external factors that may put pressure on continuing the provision of care and support to a person with a learning disability. However, the specialist area of the market in which Thera works benefits from much lower levels of this pressure, as it is in both the commissioning body and the individual's long-term interests to maintain continuity of support, particularly of the high quality that Thera provides.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Nevertheless, whilst the volume of activity is likely to be maintained or increased, there is a risk that public sector funding constraints may impact on Thera's ability to meet the increasing cost pressures in the labour market as described above.

The trustees have also identified inherent risks arising from:

- ✓ Companies in the Group continuing to make a loss, due to operational inefficiencies
- ✓ Continued challenges in public sector funding in the light of labour market cost inflation
- ✓ Not meeting payments to bondholders in accordance with the revised payment schedule
- ✓ Damage to relationships with key customers
- ✓ Loss of key leadership and management
- ✓ Personnel risk and regulatory intervention either by CQC / CI or the Charity Commission
- ✓ Litigation risk especially in relation to developments in employment law
- ✓ Changes in legislation and investment performance related to pensions.

Trustees are satisfied that our companies have processes and systems in place to mitigate or minimise the incidence and impact of risks, acknowledging however that some remain outside the organisation's control. Each company takes a pro-active approach to risk management and trustees / directors review current and

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

significant risks at each of their meetings. There have been improvements made to the Organisational Risk Management Policy that now include company risks management and overall organisational risk management. A toolkit has been produced which supports implementation of the policy including Risk Registers and risk identification and management tools.

Thera Trust's Health and Safety Committee and those of subsidiary companies provide the formal mechanism for Thera jointly with staff safety representatives to fulfil their obligations under health and safety legislation and in line with their Health and Safety Management System. The Thera Group Health and Safety ensures that group risks are monitored and managed.



COVID-19

Covid-19

Covid-19 is now being treated, and responded to, as part of normal operational activity. As a result of experiences over recent years, the organisation is as prepared as possible to respond to any resurgence.



later

Since the Year End



leader

New Leaders

Since the year end, Thera Trust has appointed a Head of Transformation and a Head of People Services.

Thera Trust

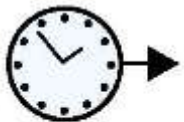
REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

Thera North:

Thera Trust Board are deeply saddened to report that Catherine Carter, Service Quality Director for Thera North, passed away on 10th November 2024. We share below an extract from a tribute that has been paid to Catherine. This can be read in full in Thera North's annual report:

“Catherine approached her work with diligence, candour and good humour with a twinkle in her eye and infectious laughter. She was a light that shone brightly to lift others around her despite her own difficulties. She will be greatly missed and although she slipped away quietly, without fuss or fanfare, a very Catherine move, she has throughout her career and life, made a real difference to so many people.

We have been lucky to have you at Thera North as a friend and colleague and a great example of the importance of self-advocacy and peer support.”



future

Securing Thera's Future

Thera's three-year transformation plan and the five-year financial plan enables the delivery of sustainable changes to the Trust to ensure its financial sustainability into the future and at the same time enable repayment of the bondholders in an affordable way.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2024

The commitment to deliver high quality care and support remains at the heart of our plan and will be monitored throughout the plan.

Disclaimer

The content of this report and, in particular, the financial information and any forward-looking statements, is provided for information. Except where stated otherwise, the financial information is unaudited and may be subject to change. As a result, the information should not be relied upon to make investment or any other decisions.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

This section explains that the directors have told the Auditor everything they should and that they have worked within the law.

DISCLOSURE OF INFORMATION TO THE AUDITOR

Each of the persons who are directors at the time when this Directors' Report is approved under Section 418 of the Companies Act 2006 has confirmed that:

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

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2024

This section asks the Company Members to agree that the Auditor, Sayer Vincent Limited, be chosen again as the company's Auditor.

RE-APPOINTMENT OF AUDITOR

In accordance with s.485 of the Companies Act 2006, a resolution is to be proposed at the Annual General Meeting for the reappointment of Sayer Vincent LLP as auditor of the Company.

The report of the directors and trustees, which includes the strategic report, has been approved by the trustees on 26 January 2025 and signed on their behalf by:

Martin Pilkington
Company Secretary

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

This page explains that the Auditor is reporting that the accounts give a true and fair view of the company and that they are put together as the law says they should be put together.

OPINION

We have audited the financial statements of Thera Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the consolidated and parent charitable company statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2024 and of the group's and parent charitable company's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

This section explains that the Auditor has audited (checked) the accounts and that they are reporting to Company Members.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent 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 Thera Trust's ability to continue

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

OTHER INFORMATION

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group 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.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

This section explains that the Auditor must tell us if they are unhappy with how the directors managed the company.

The Audit report says that there is nothing bad the Auditor wishes to report to Company Members.

OPINIONS ON 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 trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

of the audit, we have not identified material misstatements in the trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company 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.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

**Trustee Directors' responsibilities are explained on page 5.
This page explains that it is the Auditor's responsibility to audit (check)
the accounts as the law says they should.**

RESPONSIBILITIES OF TRUSTEE DIRECTORS

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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 group's and the parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
THERA TRUST**

This page explains how the Auditor checks the accounts.

**AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL
STATEMENTS**

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

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

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

CAPABILITY OF THE AUDIT IN DETECTING IRREGULARITIES

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, internal audit and the audit committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

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

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

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 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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.

Jonathan Orchard (Senior statutory auditor)

29 January 2025

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

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

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

You will see that this report and accounts also includes accessible information so that the directors of Thera Trust are ensuring that all Company Members, including those with a learning disability, are able to fulfil their duties in law including to receive the accounts and to appoint the directors and Auditor.

The law does not say we must provide this information, but Sayer Vincent LLP says it is in line with the statutory report and accounts.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

SUMMARY OF MONEY

For the year ended 31 March, 2024

What we have earned and what we have spent: **£**

Money in	91,231,681
What we spent on staff	(78,942,088)
Other money spent	(15,542,452)
Revaluation of houses	953,816
Pension valuation	(247,000)
Money we got in more than money we spent	<u>(2,546,043)</u>

What Thera Trust has at 31 March, 2024: **£**

Land, houses and buildings	1,509,317
Equipment	691,843
Investment properties	12,134,554
Stocks we own	6,073
How much cash we have in the bank	2,521,482
What we are owed by others	11,384,037
What we owe to others	<u>(19,163,005)</u>
Net amount Thera Trust has at 31 March, 2024	<u>9,084,301</u>

THERA TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(incorporating an income and expenditure account)

for the year ended 31 March 2024

				2024			2023
	Note	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Income from:							
Donations and grants	3	70,110	85,527	155,637	122,523	197,516	320,039
Charitable activities							
Supporting people with a learning disability	4	88,551,451	507,363	89,058,814	78,471,387	391,176	78,862,563
Rental income	4	2,013,228	-	2,013,228	1,802,135	-	1,802,135
Other income		4,000	-	4,000	-	-	-
Investments		2	-	2	3,906	-	3,906
		<u>90,638,791</u>	<u>592,890</u>	<u>91,231,681</u>	<u>80,399,951</u>	<u>588,692</u>	<u>80,988,643</u>
Covid-19 exceptional income	5	-	-	-	401,217	-	401,217
Total income		<u>90,638,791</u>	<u>592,890</u>	<u>91,231,681</u>	<u>80,801,168</u>	<u>588,692</u>	<u>81,389,860</u>
Expenditure on:							
Charitable activities							
Raising funds	7	187,214	-	187,214	166,927	-	166,927
Supporting people with a learning disability	7	92,813,476	562,345	93,375,821	82,934,029	563,586	83,497,615
		<u>93,000,690</u>	<u>562,345</u>	<u>93,563,035</u>	<u>83,100,956</u>	<u>563,586</u>	<u>83,664,542</u>
Exceptional items	7	921,505	-	921,505	569,544	-	569,544
Covid-19 exceptional expenditure		-	-	-	287,862	-	287,862
		<u>93,922,195</u>	<u>562,345</u>	<u>94,484,540</u>	<u>83,958,362</u>	<u>563,586</u>	<u>84,521,948</u>
Total expenditure		<u>93,922,195</u>	<u>562,345</u>	<u>94,484,540</u>	<u>83,958,362</u>	<u>563,586</u>	<u>84,521,948</u>
Net (expenditure) / income before net gains on investments		(3,283,404)	30,545	(3,252,859)	(3,157,194)	25,106	(3,132,088)
Net gains on investment properties	14	953,816	-	953,816	202,327	-	202,327
Net gains on fixed assets	13	-	-	-	52,600	-	52,600
Net (expenditure) / income before other recognised (losses) / gains		<u>(2,329,588)</u>	<u>30,545</u>	<u>(2,299,043)</u>	<u>(2,902,267)</u>	<u>25,106</u>	<u>(2,877,161)</u>
Net actuarial (losses) / gains on defined benefit pension schemes	30	(247,000)	-	(247,000)	708,000	-	708,000
Net movement in funds		<u>(2,576,588)</u>	<u>30,545</u>	<u>(2,546,043)</u>	<u>(2,194,267)</u>	<u>25,106</u>	<u>(2,169,161)</u>
Reconciliation of funds:							
Total funds brought forward		11,177,621	452,723	11,630,344	13,371,888	427,617	13,799,505
Total funds carried forward	23	<u>8,601,033</u>	<u>483,268</u>	<u>9,084,301</u>	<u>11,177,621</u>	<u>452,723</u>	<u>11,630,344</u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 23 to the financial statements.

THERA TRUST

BALANCE SHEETS

as at 31 March 2024

COMPANY REGISTRATION NUMBER 03593418

	Note	Group		Charity	
		2024 £	2023 £	2024 £	2023 £
Fixed assets:					
Tangible assets	13	2,201,160	2,370,234	1,168,069	1,280,237
Investment properties	14	12,134,554	11,180,738	-	-
		14,335,714	13,550,972	1,168,069	1,280,237
Current assets:					
Stocks		6,073	10,825	-	-
Debtors (including those due in more than one year)	17	11,384,037	11,750,529	28,098,685	24,926,909
Cash at bank and in hand		2,521,482	3,392,945	774,418	1,336,235
		13,911,592	15,154,299	28,873,103	26,263,144
Current liabilities:					
Creditors falling due within one year	19	(7,266,481)	(11,993,280)	(2,547,177)	(7,178,185)
Net current assets		6,645,111	3,161,019	26,325,926	19,084,959
Total assets less current liabilities		20,980,825	16,711,991	27,493,995	20,365,196
Long term liabilities:					
Creditors falling due after one year	21	(11,562,276)	(4,894,530)	(12,162,276)	(5,561,261)
Net assets excluding pension liability		9,418,549	11,817,461	15,331,719	14,803,935
Defined benefit pension scheme liability	30	(334,248)	(187,117)	(351,861)	(311,307)
Total net assets		9,084,301	11,630,344	14,979,858	14,492,628
Funds:					
Restricted income funds		483,268	452,723	265,314	229,175
Unrestricted income funds:					
Designated funds		8,497	9,105	8,497	9,105
Revaluation reserve		2,333,645	1,392,693	32,867	32,867
General funds		6,258,891	9,775,823	14,673,180	14,221,481
Total unrestricted funds		8,601,033	11,177,621	14,714,544	14,263,453
Total funds	23	9,084,301	11,630,344	14,979,858	14,492,628

Approved by the trustees on 26 January 2025 and signed on their behalf by

Sally Warren
Co-Chairperson

Kathryn Platts
Director

THERA TRUST

CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended 31 March 2024

	Note	£	2024 £	£	2023 £
Net cash used in operating activities	24		(2,344,424)		(1,169,927)
Cash flows from investing activities:					
Proceeds from the sale of fixed assets		4,000		-	
Proceeds from the sale of investments		-		72,868	
Purchase of fixed assets		(229,734)		(294,353)	
Interest received		2		3,906	
Payments to acquire investment properties		-		(192,506)	
Net cash used in investing activities			(225,732)		(410,085)
Cash flows from financing activities:					
Repayments of borrowing		(1,629,742)		(153,725)	
Receipts from issue of new bonds		4,105,324		-	
Repayments of obligations under a finance lease		(22,110)		(46,217)	
Interest paid		(754,779)		(583,417)	
Net cash provided by / (used in) financing activities			1,698,693		(783,359)
Change in cash and cash equivalents in the year			(871,463)		(2,363,371)
Cash and cash equivalents at the beginning of the year			3,392,945		5,756,316
Cash and cash equivalents at the end of the year	25		2,521,482		3,392,945

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

1 Accounting policies

a) Statutory information

Thera Trust is a charitable company limited by guarantee and is incorporated in the United Kingdom (England and Wales). The registered office address is 134, Edmund Street, Birmingham, B3 2ES. The operating address is The West House, Alpha Court, Swingbridge Road, Grantham, NG31 7XT. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

b) Basis of preparation

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

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

These financial statements consolidate the results of the charitable company and its wholly-controlled subsidiaries ("the group") on a line by line basis. Transactions and balances between the charitable company and its subsidiaries have been eliminated from the consolidated financial statements. Balances between the companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in Sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees of the charitable company ("the Trustees") consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The Trustees believe that the transformational financial plan (discussed in more detail within the Trustees' Annual Report) is measured and achievable. The Group has undertaken scenario modelling, and has reviewed risks and uncertainties (including the impact of the increase in National Minimum wage and Employers National Insurance contributions and the potential levels of funding from local authorities to pay for these increases) in determining that the accounts should be prepared on a going concern basis. The Group is currently on track with the delivery of the transformation plan.

The Trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

All income is included in the consolidated Statement of Financial Activities (SoFA) when the Group is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Income represents contracts with Local Authorities, NHS and other organisations and individuals, to provide support to people with a learning disability, along with grants, donations, recharges and rental income.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

1 Accounting policies (continued)

e) Income (continued)

Donations

For donations to be recognised, the Group will have been notified of the amounts and the settlement date in writing unless otherwise stated in the relevant accounting policy or note. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the group and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the Group has control over the item. Fair value is determined on the basis of the value of the gift to the Group, for example the amount the Group would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' annual report.

Supporting people with a learning disability

Income from supporting people with a learning disability is recognised as income when the support is provided.

Fees for care, support and services comprise income receivable from health authorities and social services departments under contracts for the supply of care, support and services, fees receivable from individuals for domiciliary or residential care and other services to people with a learning disability.

Work is undertaken on a contractual basis and any income is recognised in accordance with the terms of the contract. In general terms, this means that income is recognised as support is provided.

Investment income

Investment income is earned through holding assets for investment purposes such as property. It may include dividends, interest or rent. It is included when the amount can be measured reliably. Interest income is recognised using the effective method and rent income is recognised as the group's right to receive payment is established.

Grants

Grants receivable are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Other income

Other income comprises charges for the provision of office accommodation, provision of management services, re-charged service costs and other sundry income.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the group; this is normally upon notification of the interest paid or payable by the bank or other deposit taker.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

1 Accounting policies (continued)

g) Fund accounting

Restricted funds

Restricted funds represent grants and donations received which are allocated by the donor for specific purposes.

Unrestricted funds and designated funds

Unrestricted funds represent funds that are expendable at the discretion of the Trustees or the trustees of its charitable subsidiaries in the furtherance of the objects of the group. Such funds may be held in order to finance both working capital and capital investment.

Designated funds are those funds which are unrestricted in nature but which have been designated by the Trustees or the trustees of its charitable subsidiaries to be used in a particular manner.

h) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Expenditure on charitable activities
- Other expenditure represents those items not falling into the categories above

Charitable expenditure comprises those costs incurred by the group in the delivery of activities and services for its beneficiaries.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the group and include audit fees.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity comprise both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT

The group is unable to recover all of the VAT payable by it. Irrecoverable VAT is charged as a cost.

i) Taxation

Thera Trust, Forward Housing, The Camden Society, Unity Works Social Enterprises, Equal Futures and Aspire Living are exempt from income tax and capital gains tax under Section 505 ICTA1988.

j) Operating leases

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

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

1 Accounting policies (continued)

k) Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. The cost less the estimated residual value of tangible fixed assets is depreciated over their estimated useful lives as follows:

• Freehold land is not depreciated	
• Freehold buildings	2 - 4% straight line
• Leasehold buildings	Straight line over the lease term
• Leasehold improvements	Straight line over the lease term
• Office equipment	20 - 33.3% straight line
• Furniture and fittings	20 - 33.3% straight line

Where fixed assets have been revalued, any excess between the revalued amount and the historic depreciated cost of the asset will be shown as a revaluation reserve in the balance sheet.

l) Investment properties

Investment properties are included at fair value. Any gain or loss on sale or revaluation is taken to the Statement of Financial Activities. Realised gains and losses are calculated as the difference between sales proceeds and original cost. Unrealised gains and losses of the year are calculated as the difference between the fair value at the year end and the opening fair value or purchase date if later. No depreciation is charged on investment properties in accordance with the Charities SORP.

m) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount pre-paid.

n) Leasing and hire purchase commitments

Rentals payable under leases or hire purchase agreements are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

o) Cash at bank and in hand

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible into known amounts of cash with insignificant risk of change in value. Cash balances exclude any funds held on behalf of service users, see note 18.

p) Creditors and provisions

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

q) Financial instruments

The charitable group enters into only basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties and loans from related parties. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

1 Accounting policies (continued)

q) Financial instruments (continued)

The bonds issued by the parent charitable company included within creditors are basic financial instruments and are initially measured at the transaction value and subsequently at redemption value. The interest payable is charged as a financing cost to the Statement of Financial Activities on the date it is due for payment. The transaction costs in respect of setting up each bond are included within the balance sheet as a net adjustment to the liability and then spread over the life of the bond (after the bond is formally closed) and charged as a financing cost to the Statement of Financial Activities.

r) Pensions

Defined benefit multi-employer schemes

Thera East Midlands participates in the Nottinghamshire County Council Local Government Pension Scheme, Aspire Living participates in the Worcestershire County Council's Local Government Pension Scheme, The Camden Society participates in the Oxfordshire Pension Fund and Thera South West participates in the Wiltshire County Council's Local Government Pension Scheme. These are defined benefit schemes. Contributions to the schemes are charged against net income in the period in which they are payable. The pension charges are based on a full actuarial valuation as disclosed in the relevant note to the financial statements. Contributions for these schemes are set by a qualified Actuary.

Thera Trust participates in The Pensions Trust Social Housing Pension Scheme (DB). Thera Trust, Thera East, Thera East Anglia, Thera East Midlands, Thera North, Thera South West and the Camden Society also participate in the NHS Pension Scheme which are defined benefit schemes. Contributions to both schemes are charged against net income in the period in which they are payable. The pension charge is based on full actuarial valuations as disclosed in the relevant note to the financial statements. Contributions for the NHS Pension scheme are set by the Government Actuary.

Defined contribution schemes

Some of the Group's companies (Thera Trust, Thera North, Thera East, Thera East Anglia, Thera East Midlands, Thera (Scotland), Thera South West, Forward Housing and Dosh) participate in The Pensions Trust Ethical Fund. The scheme is a defined contribution scheme and the pension charge represents the amounts payable by each company to the fund in respect of the year.

Thera Trust and Aspire Living participate in The Pensions Trust Social Housing Pension Scheme (DC) and contributions are charged against net income in the period in which they are payable. The scheme is a defined contribution scheme and the pension charge represents the amounts payable by each company to the fund in respect of the year.

The Quality Company and The Camden Society (London) participate in the Flexible Retirement Plan TPT. The scheme is a defined contribution scheme for the benefit of its employees and the pension charge represents the amounts payable by each company to the fund in respect of the year.

Aspire Living participates in a Group Personal Pension Plan administered by Clerical Medical. The plan is a defined contribution scheme and the pension charge represents the amounts payable by the company to the fund in respect of the period.

Equal Futures and Aspire Living Limited participate in the government's NEST pension scheme. The plan is a defined contribution scheme and the pension charge represents the amount payable by each company to the fund in respect of the period.

Some of the Group's companies (The Camden Society, The Camden Society (London), Unity Works Social Enterprises, Ansar Projects, Thera East Midlands, Thera North, Thera South West, The Quality Company and Aspire Living) participate in The People's Pension Fund. The plan is a defined contribution scheme and the pension charge represents the amount payable by each company to the fund in respect of the period.

In 2010 Forward Living, a company limited by guarantee, which has since been struck off the register of companies, ceased to participate in The Pensions Trust Growth Plan. As a result a contingent liability was triggered amounting to £86,569 for which Thera Trust acts as guarantor.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

1 Accounting policies (continued)

s) Parent charity and financial support

An Intra-Group Agreement exists between Thera Trust and twenty six of its subsidiaries. This Intra-Group Agreement incorporates a Funding Agreement, which allows Thera Group companies to benefit from the movement of funds around the Group. Each subsidiary, other than The Camden Society, Equal Futures and Thera Limited, has acceded to this Intra-Group Agreement with Board approval. In addition to this, Thera Trust and its subsidiaries have all individually agreed not to demand the repayment of any inter-company borrowings within twelve months of the date on which the balance sheet is signed. Any amounts due to or from Group companies that have been shown as due within one year relate to balances arising from operational activities and gift aid. A market rate of interest has been charged on balances between group companies.

2 Judgements in applying accounting policies and key sources of estimation uncertainty

The trustees of the charitable company make estimates and assumptions concerning the future. Management are also required to exercise judgement in the process of applying the charitable company's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

In preparing these financial statements, the Trustees have delegated authority to management to make the following judgements:

Group financial support

The Trustees have provided assurance to the directors of all the subsidiaries within the Thera Group that have acceded to the Intra-Group Agreement, as referred to above, that adequate financing is in place to meet the group's financing needs. This has enabled the directors of these subsidiaries to confirm that management can prepare the accounts on a going concern basis.

Even though The Camden Society has not acceded to the Intra-Group Agreement, Thera Trust agrees to financially support this subsidiaries.

Leases

Management determines whether leases entered into by the company either as a lessor or a lessee are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis based on an evaluation of the terms and conditions of the arrangements, and accordingly whether the lease requires an asset and liability to be recognised in the balance sheets.

Investment properties - owned

Investment properties owned by Forward Housing, The Camden Society and Aspire Living Limited are valued based either upon vacant market possession, where appropriate, or upon the then current and future rental yields on properties where a lease to a Registered Housing Provider is currently in place.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

2 Judgements in applying accounting policies and key sources of estimation uncertainty (continued)

Recognition of leased investment properties at donated value

By way of a Framework Agreement between Touchpoint Housing (FH) S.A.R.L. (a subsidiary of Cheyne Capital), Thera Trust and Forward Housing completed in July 2015 and a variation to the Agreement effective from 31 March 2017, Forward Housing had control at 31 March, 2024, over a portfolio of 65 properties. These are by way of a 20 year, renewable lease, with the start date being the date of purchase (the earliest dates commencing in 2015) with the right to purchase at the end of the lease. These were sub-leased to Empower Housing Association, a Registered Housing Provider who granted assured tenancies in the properties to people with a learning disability.

The Trustees have reviewed the accounting treatment of this portfolio and have decided to recognise an asset on the balance sheet. The asset represents the economic benefit inherent in the sub-leases measured at fair value by the trustees on the basis of the net present value of future cashflows. The trustees will assess the fair value of the asset at each balance sheet date with changes in fair value being reflected in the Statement of Financial Activities. Changes in the fair value will be affected by the changes in the rate of the Consumer Prices Index (CPI) to which rental flows are linked.

No consideration has been granted in relation to the value of these properties, and the asset has therefore been recognised by way of a gift in the Statement of Financial Activities in the year.

Impairment of other assets

Management reviews the carrying value of all other assets for indications of impairment at each period end. If indicators of impairment exist, the carrying value of the asset is subject to further testing to determine whether its carrying value exceeds its recoverable amount. This process will usually involve the estimation of future cash flows which are likely to be generated by the asset.

Recoverability of trade debtors

Trade and other receivables are recognised to the extent that they are judged recoverable. Management reviews are performed to estimate the level of reserves required for irrecoverable debt. Provisions are made specifically against invoices where recoverability is uncertain.

Management makes allowance for doubtful debts based on an assessment of the recoverability of debtors. Allowances are applied to debtors where events or changes in circumstances indicate that the carrying amounts may not be recoverable. Management specifically analyses historical bad debts, customer creditworthiness, current economic trends and changes in customer payment terms when making a judgement to evaluate the adequacy of the provision for doubtful debts. Where the expectation is different from the original estimate, such difference will impact the carrying value of debtors and the charge in the Statement of Financial Activities.

Provisions

A provision is recognised when the company has a present legal or constructive obligation as a result of a past event for which it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. If the effect is material, provisions are determined by discounting the expected future cash flow at a rate that reflects the time value of money and the risks specific to the liability.

Whether a present obligation is probable or not requires judgment. The nature and type of risks for these provisions differ and management's judgement is applied regarding the nature and extent of obligations in deciding if an outflow of resources is probable or not.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

3 Income from donations and grants

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Donations	54,577	12,537	67,114	28,047	4,627	32,674
Apprenticeship levy						
Government Grant	-	29,603	29,603	-	26,265	26,265
Other property specific projects	-	-	-	-	1,394	1,394
Fuel Enhancement Funding	-	-	-	62,796	6,295	69,091
Other Scottish Government	-	-	-	16,384	27,783	44,167
Scottish Government -NVQ	-	17,100	17,100	-	43,800	43,800
Retention and Recruitment -	-	-	-	-	24,879	24,879
Fair cost of care	-	-	-	12,960	-	12,960
LB Camden Business	-	-	-	-	12,538	12,538
Inspiring Scotland WF	-	-	-	-	10,000	10,000
Drappers Trust	-	-	-	-	10,000	10,000
The National Lottery	-	9,200	9,200	-	10,000	10,000
The Rangoowala Foundation	-	-	-	-	9,818	9,818
The Cicely Northcote Trust	-	6,067	6,067	-	6,068	6,068
Townsend Trust	-	-	-	-	3,000	3,000
University of Bristol - Wellbeing Project	-	10,000	10,000	-	-	-
Other	15,533	1,020	16,553	2,336	1,049	3,385
	70,110	85,527	155,637	122,523	197,516	320,039

Included in the above is £223,402 (2023: £236,036) relating to income from Government grants.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

4 Supporting people with a learning disability

The Group received income for supporting people with a learning disability from local authorities, other organisations and individuals within the following areas shown below. In addition, rental income includes aggregate rentals receivable in relation to operating leases totalling £2,013,228 (2023: £1,802,135).

	2024 £	2023 £
East Anglia	13,124,923	12,742,243
East	14,645,330	13,814,489
East Midlands	17,363,341	15,430,821
West	8,784,655	6,018,124
South Midlands	4,093,812	4,193,087
South West	10,427,281	9,831,747
North	8,834,900	7,546,715
Scotland	4,472,265	3,850,259
London	5,242,561	3,965,715
Other	1,562,383	1,078,187
Supporting people with a learning disability	88,551,451	78,471,387
Rental income	2,013,228	1,802,135
Grant income	507,363	391,176
Income from charitable activities	91,072,042	80,664,698

The grant income above is restricted income in both 2024 and 2023. Included within these figures is £81,408 (2023: £252,447) relating to income from Government grants.

5 Covid-19 exceptional income

No Covid-19 exceptional income was received in 2024 (2023: £401,217). In 2023, included in these figures was £401,660 relating to income from Government grants.

6 Net (expenditure) / income for the year

This is stated after charging:

	2024 £	2023 £
Operating lease rentals:		
- motor vehicles	202,908	290,037
- land and buildings	1,849,270	1,710,924
External auditors remuneration (excluding VAT):		
Audit	226,320	234,135
Other services	21,135	25,550
Other services - in respect of the prior year	1,720	1,370
Internal auditors remuneration (excluding VAT)	30,948	27,245
Depreciation of owned assets	398,808	408,858
(Surplus) / losses on disposal:		
Fixed assets	(4,000)	793

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

7 Total expenditure

The group	2024			2023		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Raising funds						
Fundraising and publicity	187,214	-	187,214	166,927	-	166,927
	<u>187,214</u>	<u>-</u>	<u>187,214</u>	<u>166,927</u>	<u>-</u>	<u>166,927</u>
Direct costs of supporting individuals						
Staff and agency costs	73,817,830	308,663	74,126,493	66,927,659	359,705	67,287,364
Property costs	2,501,874	-	2,501,874	2,167,199	-	2,167,199
Other direct costs	2,952,880	253,682	3,206,562	2,857,869	203,881	3,061,750
Support costs (below)	12,735,644	-	12,735,644	10,343,072	-	10,343,072
Governance costs (below)	805,248	-	805,248	638,230	-	638,230
	<u>92,813,476</u>	<u>562,345</u>	<u>93,375,821</u>	<u>82,934,029</u>	<u>563,586</u>	<u>83,497,615</u>
Support costs						
Staff and agency costs	7,292,852	-	7,292,852	5,586,082	-	5,586,082
Net operating cost of defined benefit pension scheme	38,000	-	38,000	82,000	-	82,000
Property costs	1,202,254	-	1,202,254	1,100,345	-	1,100,345
Depreciation	398,808	-	398,808	408,858	-	408,858
Interest payable	754,779	-	754,779	583,417	-	583,417
Other support costs	3,048,951	-	3,048,951	2,582,370	-	2,582,370
	<u>12,735,644</u>	<u>-</u>	<u>12,735,644</u>	<u>10,343,072</u>	<u>-</u>	<u>10,343,072</u>
Governance						
Staff costs	73,419	-	73,419	95,484	-	95,484
Legal and professional	596,125	-	596,125	481,863	-	481,863
Other	135,704	-	135,704	60,883	-	60,883
	<u>805,248</u>	<u>-</u>	<u>805,248</u>	<u>638,230</u>	<u>-</u>	<u>638,230</u>

Exceptional costs of £921,505 (2023: £569,544) have been incurred in 2024, £550,625 (2023: £383,503) due to employment and other costs in relation to restructuring, £370,880 (2023: £186,041) in relation to professional and other costs.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

8 Directors and trustees

The Articles of Association of the charitable company state that the number of Directors must be not less than four, of whom one must be an Executive Director, and the maximum number of Directors is fourteen, of whom no more than five shall be Executive Directors, such Executive Directors to be equal in status.

During the year there were 6 Executive Directors who received aggregate remuneration attributable to the year as follows:

	Total remuneration £	Pension £	One-off pension payment £	2024 Total £
Mr S Conway (to 30.12.23)	82,796	9,596	96,000	188,392
Ms J Garrigan (to 30.12.23)	82,796	9,409	96,000	188,205
Mr M Smith	63,385	1,902	-	65,287
Mrs C Lennon (from 31.12.23)	26,027	773	-	26,800
Mrs K Winn (from 31.12.23)	25,843	1,610	-	27,453
Miss L Weston (from 31.12.23)	28,781	863	-	29,644
	309,628	24,153	192,000	525,781
	Total remuneration £	Pension £	One-off pension payment £	2023 Total £
Mr S Conway	110,764	12,154	-	122,918
Ms J Garrigan	115,956	12,091	-	128,047
Mr M Smith	63,385	1,901	-	65,286
	290,105	26,146	-	316,251

Total remuneration includes salary and benefits in kind.

Jenny Garrigan and Simon Conway left Thera on the 30 December 2023 and Ceri Lennon, Katie Winn and Lorna Weston were appointed as Executive Directors on the 31 December 2023. Kate Platts joined Thera Trust in February 2024 and was appointed as an Executive Director on the 2 May 2024. Executive directors are considered to be the key management personnel of the charity.

Executive Directors are paid an equal level of salary, adjusted only for full time or part time hours, pensions and benefits in kind, such as lease cars. The change in costs between the two years is due to changes to the taxable value of lease cars, level of expenses, as well as changes to the membership of the Executive team.

During the period retirement benefits were accruing to 6 (2023: 3) Directors in respect of a defined contribution scheme.

During the period 14 Trustees (2023 - 8) received reimbursed expenses relating to travel and accommodation amounting to £27,261 (2023 - £43,169). These expenses relate to attendance at meetings of the trustees, at meetings of trustees or directors of subsidiary companies and in relation to other management activities.

In addition, there was a balance of £34,328 which had previously not been paid relating to further expenses for one director, attributable to the period January 2019 to March 2023. This was paid during the year and after the year end.

The highest paid director received remuneration of £82,796 (2023: £115,956) (salary and benefits in kind). The value of the employer's contributions attributable to the reporting year, paid to a multi-employer defined contribution pension scheme in respect of the highest paid director amounted to £9,596 (2023: £12,091).

In addition, two directors (2023: none) each received additional employer contributions of £96,000 to a multi-employer defined contributions pension scheme in line with their contract of employment.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

9 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	70,873,467	61,133,822
Redundancy and termination costs	338,508	102,203
Social security costs	5,930,858	5,169,226
Employer's contribution to defined contribution pension schemes	1,499,646	1,230,138
Employer's contribution to defined benefit pension schemes	261,609	317,128
Operating cost of defined benefit pension schemes	38,000	82,000
	78,942,088	68,034,517

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2024 No.	2023 No.
£60,000 - £69,999	10	12
£70,000 - £79,999	4	5
£80,000 - £89,999	5	2
£90,000 - £99,999	3	-
£100,000 - £109,999	-	1

No disclosure has been made of the number of Executive Directors receiving total salaries and benefits in excess of £60,000 as their remuneration is disclosed in full in the above note.

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel for the Charity were £579,122 (2023: £350,459).

10 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 3,259 (2023: 3,066).

Staff are split across the activities of the charitable company as follows:

	2024 No.	2023 No.
Direct and relief support work	3,178	2,984
Management and administration	81	82
	3,259	3,066

11 Related party transactions

As disclosed in note 15, Thera Trust is the parent charitable company of all of the named subsidiary entities within the Group. The result for the year, assets and liabilities at the balance sheet date, and the registered office of these entities are all disclosed in full in that note.

Balances due to and from group undertakings are also disclosed in notes 17, 19 and 21.

The Group's subsidiaries, within their own financial statements, have taken the exemption permitted by section 33.1A of FRS 102 from disclosing transactions with other entities within the Group on the grounds that Thera Trust controls 100% of the voting rights and consolidated accounts are prepared.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

11 Related party transactions (continued)

As required by the SORP, Thera Trust, and its charitable subsidiaries, disclose in full transactions with other entities within the Thera Group. Due to the number of entities involved, transactions of a similar nature have been amalgamated within the table below.

The following transactions were charged / (credited) in the accounts of Thera Trust:

	2024 £	2023 £
Management charges from Thera Trust to subsidiary undertakings	(13,296,000)	(12,989,000)
Donations under gift aid from subsidiary undertakings to Thera Trust	(194,742)	(132,981)
Social investment grants from Thera Trust to The Quality Company, Equal Futures, Thera East Midlands, Thera East Anglia and Unity Works Social Enterprises	409,140	409,140

Transactions with directors

Other than the transactions identified below, there are no other transactions with directors in the current or prior year.

Sally Warren and Michelle McDermott both provide their services as Co-Chairs of the Thera Trust Board and are paid for this service. The amount invoiced in the year to Thera Thrust amounted to £21,000 (2023: £20,000) for Sally Warren and £22,838 (2023: £20,000). As at the year end the amount owed by Thera trust to both individuals was £nil (2023 - £nil).

It has been identified that a former trustee held shares in the 2020 Bond whilst being a trustee of Thera Trust. The shareholding was for a value of £25,000 and this investment resulted in interest payments being made to the former trustee in 2021, 2022, 2023 and 2024. The payments to the individual in 2021, 2022 and 2023 were made whilst the person was still a trustee. The total gross interest payments received by the individual were £4,595.55, £1,312.50 being received in the Y/e 31.3.24 and the previous years amounted to £3,283.05.

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

12 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charitable company's trading subsidiaries gift aid available profits to the parent charitable company and therefore have no charge to corporation tax.

13 Tangible fixed assets

The group	Leasehold property and improvements £	Freehold land and property £	Fixtures and fittings and equipment £	Total £
Cost or revaluation				
At the start of the year	729,342	1,360,000	2,294,228	4,383,570
Additions in year	-	-	229,734	229,734
Disposals in year	-	-	(17,374)	(17,374)
At the end of the year	729,342	1,360,000	2,506,588	4,595,930
Depreciation				
At the start of the year	511,926	-	1,501,410	2,013,336
Charge for the year	47,399	20,700	330,709	398,808
Eliminated on disposal	-	-	(17,374)	(17,374)
At the end of the year	559,325	20,700	1,814,745	2,394,770
Net book value				
At the end of the year	170,017	1,339,300	691,843	2,201,160
At the start of the year	217,416	1,360,000	792,818	2,370,234

Included above for the group is freehold land with an assessed value of £283,000 (2023: £283,000). This value is not depreciated in the accounts.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

13 Tangible fixed assets (continued)

The charity	Freehold land and property £	Fixtures and fittings and equipment £	Total £
Cost or revaluation			
At the start of the year	560,000	2,020,386	2,580,386
Additions in year	-	212,717	212,717
At the end of the year	560,000	2,233,103	2,793,103
Depreciation			
At the start of the year	-	1,300,149	1,300,149
Charge for the year	8,400	316,485	324,885
At the end of the year	8,400	1,616,634	1,625,034
Net book value			
At the end of the year	551,600	616,469	1,168,069
At the start of the year	560,000	720,237	1,280,237

Included above for the charity is freehold land with an assessed value of £140,000 (2023: £140,000). This value is not depreciated in the accounts.

The historic cost equivalent of freehold land and buildings for the group included at valuation are as follows:

	2024 £	2023 £
Cost	1,639,651	1,639,651
Accumulated depreciation	(664,798)	(644,098)
At the end of the year	974,853	995,553

14 Group Investment properties

	Owne £	Lease £	2024 £	Owne £	Lease £	2023 £
Fair value at the start of the year	6,714,000	4,466,738	11,180,738	6,860,147	3,925,758	10,785,905
Additions including donations	-	-	-	192,506	-	192,506
Revaluation during the year	-	953,816	953,816	(338,653)	540,980	202,327
Fair value at the end of the year	6,714,000	5,420,554	12,134,554	6,714,000	4,466,738	11,180,738

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

14 Group Investment properties (continued)

Owned properties

In 2023, the trustees had been provided with a valuation from Jones Laing LaSalle ("JLL") Residential Advisory Team, in accordance with the current RICS Valuation – Global Standards November 2021 (effective from 31 January 2022), which incorporates the IVS, published by the Royal Institution of Chartered Surveyors, and the RICS Valuation – Global Standards 2017 – UK national supplement (the RICS Red Book) of the properties that it owns. This valuation was at market value as at 31st March, 2023. The valuation was based either on the then current and future rental yields on properties where an under-lease to a Registered Housing Provider is currently in place, assuming good and marketable title free from onerous or unusual restrictions, covenants or encumbrances not covered by appropriate insurances, long term CPI of 2% and leases, where in place, formally registered with HM Land Registry or, where appropriate, upon vacant market possession. All of the investment properties owned by the charity are located within the United Kingdom. The majority of these properties are held for use in operating leases. Since the year end, Forward Housing has entered into negotiations with a potential buyer in relation to twelve of Forward Housing's owned properties. Negotiations are still in progress (2023: none). The trustees do not consider any further revaluation necessary at 31st March, 2024 because there have been no fundamental change in rent and cash flows on the properties however a professional revaluation will be taken at 31 March 2026.

Leased properties

Some properties are leased by the charity and then under-let to a Registered Housing Provider. There is an economic benefit inherent in certain leases granted on these properties measured at fair value over their extended lifetime. This has given rise to a re-valuation of that benefit at the year-end.

15 Investments

Group - Controlled subsidiary undertakings

The parent charitable company controlled the following companies and charitable companies:

Company		Country of registration or incorporation	Company Registration Number	Charity Number
Ansar Projects Limited	Limited by guarantee	England and Wales	11904307	
Ansar Projects Trading Limited *	Limited by guarantee	England and Wales	10695377	
Aspire Living Limited	Limited by guarantee	England and Wales	02720295	1024904
Aspire Living Trading Limited *	Limited by guarantee	England and Wales	10695243	
Dosh Limited	Limited by guarantee	England and Wales	06337548	
Equal Futures	Limited by guarantee	Scotland	SC 238588	SC 033799
Forward Housing	Limited by guarantee	England and Wales	03821702	1078391 / SC 045082
The Camden Society	Limited by guarantee	England and Wales	03023588	1044693
The Camden Society (London) Limited	Limited by guarantee	England and Wales	11484012	
The Camden Society Trading Limited	Limited by guarantee	England and Wales	10695786	
The Quality Company Limited	Limited by guarantee	England and Wales	12591280	
Tera (Scotland)	Limited by guarantee	England and Wales	SC 322014	
Tera (Scotland) Trading Limited *	Limited by guarantee	Scotland	SC 561756	
Tera East	Limited by guarantee	England and Wales	06795987	
Tera East Anglia	Limited by guarantee	England and Wales	05566295	
Tera East Anglia Trading Limited *	Limited by guarantee	England and Wales	10695759	
Tera East Midlands	Limited by guarantee	England and Wales	05566293	
Tera East Midlands Trading Limited	Limited by guarantee	England and Wales	10695501	
Tera East Trading Limited *	Limited by guarantee	England and Wales	10695595	
Tera Limited *	Limited by guarantee	England and Wales	04999446	
Tera North	Limited by guarantee	England and Wales	05343088	
Tera North Trading Limited	Limited by guarantee	England and Wales	10695651	
Tera South Midlands Trading Limited	Limited by guarantee	England and Wales	10695744	
Tera South West	Limited by guarantee	England and Wales	06797328	
Tera South West Trading Limited *	Limited by guarantee	England and Wales	10695690	
Unity Works Social Enterprises Limited	Limited by guarantee	England and Wales	11338498	1185113

Entities above marked with an asterisk * were dormant and did not trade during the year.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

15 Investments (continued)

The registered office address for the majority of Thera companies including dormant and trading companies is 134 Edmund Street, Birmingham, B3 2ES, the exceptions being:

- Thera Scotland, Thera (Scotland) Trading and Equal Futures - Melrose House, 69a George Street, Edinburgh, EH2 2JG

The active subsidiaries are controlled by the parent charitable company and undertake a range of activities in fulfilment of the Group's charitable objects. Where the subsidiary is in a net asset position, the directors of the subsidiary have determined in each case that the taxable surplus of the subsidiary for the year be gift aided to the parent charitable company.

The aggregate amount of capital and reserves and the results of the subsidiary undertakings for the last relevant financial year were as set out below. The figures are gross, before any consolidation adjustment. Any group entity not shown in the tables had no income, expenditure, assets or liabilities to report:

	Income	Expenditure	(Deficit) / surplus for the year	Gift Aid and other transfers
	£	£	£	£
Ansar Projects	4,303,342	(4,203,644)	99,698	-
Aspire Living Limited	8,826,994	(9,411,332)	(584,338)	-
Dosh Limited	1,319,920	(1,307,715)	12,205	-
Equal Futures	209,277	(69,672)	139,605	-
Forward Housing	3,129,703	(2,356,158)	773,545	-
The Camden Society	7,221,161	(8,057,207)	(836,046)	-
The Camden Society (London) Limited	1,325,721	(828,009)	497,712	-
The Camden Society Trading	341,895	(341,895)	-	-
The Quality Company Limited	319,840	(307,141)	12,699	-
Thera East	14,646,412	(14,899,876)	(253,464)	-
Thera East Anglia	13,170,851	(12,976,109)	194,742	194,742
Thera East Midlands	17,128,797	(18,745,012)	(1,616,215)	-
Thera East Midlands Trading	13,351,643	(13,351,643)	-	-
Thera North	5,879,675	(6,051,946)	(172,271)	-
Thera North Trading	522,394	(522,394)	-	-
Thera (Scotland)	4,472,265	(4,979,188)	(506,923)	-
Thera South Midlands Trading	2,831,870	(2,831,870)	-	-
Thera South West	10,427,281	(10,812,361)	(385,080)	-
Unity Works Social Enterprises limited	2,172,423	(2,386,823)	(214,400)	-

	Assets	Liabilities	Capital and reserves
	£	£	£
Ansar Projects	722,263	(797,451)	(75,188)
Aspire Living Limited	3,094,878	(2,787,791)	307,087
Dosh Limited	167,242	(971,647)	(804,405)
Equal Futures	85,284	(2,578)	82,706
Forward Housing	12,333,482	(7,259,596)	5,073,886
The Camden Society	884,350	(3,624,196)	(2,739,846)
The Camden Society (London) Limited	113,922	(26,553)	87,369
The Camden Society Trading	48,820	(48,820)	-
The Quality Company Limited	17,750	(5,051)	12,699
Thera East	1,944,435	(2,839,418)	(894,983)
Thera East Anglia	1,615,086	(1,615,086)	-
Thera East Midlands	472,000	(3,467,762)	(2,995,762)
Thera East Midlands Trading	1,171,517	(1,171,517)	-
Thera North	848,919	(1,265,915)	(416,996)
Thera North Trading	94,226	(94,226)	-
Thera (Scotland)	661,819	(2,517,673)	(1,855,854)
Thera South Midlands Trading	349,856	(349,856)	-
Thera South West	1,164,820	(2,020,134)	(855,314)
Unity Works Social Enterprises Limited	272,164	(1,093,120)	(820,956)

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

16 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2024 £	2023 £
Gross income	14,945,625	14,176,679
Total expenditure on charitable activities	(12,757,367)	(10,535,640)
Costs of raising funds	(754,779)	(640,031)
Governance costs	(805,248)	(638,230)
Remeasurement loss on defined benefit pension scheme	(141,000)	(160,000)
Net loss on revaluation of fixed assets	-	(22,000)
Net income	487,231	2,180,778
Total funds brought forward	14,492,628	12,311,850
Total funds	14,979,859	14,492,628

Gross income is inclusive of donations made under gift aid of £194,742 (2023: £132,981) from its subsidiaries, as detailed in note 15.

17 Debtors

	Group 2024 £	2023 £	Charity 2024 £	2023 £
Due after more than one year				
Amounts owed from group undertakings	-	-	27,256,699	24,139,044
Due within one year				
Operational debtors	5,354,397	6,269,900	87,843	87,173
Other debtors	560,416	618,927	37,060	39,505
Prepayments and accrued income	5,469,224	4,861,702	717,083	661,187
	11,384,037	11,750,529	28,098,685	24,926,909

18 Cash at bank

At the balance sheet date, Dosh Limited acting as appointee, court approved deputy or other approved representative, held funds on behalf of people with a learning disability supported by Dosh Limited in a separate general account amounting to £27,693 (2023: £13,182) and in individual accounts amounting to £19,658,115 (2023: £18,103,688). These funds have not been included as assets or liabilities of the company.

19 Creditors: amounts falling due within one year

	Group 2024 £	2023 £	Charity 2024 £	2023 £
Overdraft and bank loans	114,335	678,383	114,335	678,383
Other loans	1,266,488	4,894,604	1,266,488	4,894,604
Amounts due under finance leases	-	22,110	-	22,110
Operational creditors	885,781	1,149,909	347,834	558,070
Taxation and social security	1,673,153	1,721,282	155,901	186,581
Other creditors	1,125,525	1,153,724	38,802	14,997
Amounts due to group undertakings	-	-	-	426,243
Accruals and deferred income	2,201,199	2,373,268	623,817	397,197
	7,266,481	11,993,280	2,547,177	7,178,185

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

20 Group deferred income

Group deferred income comprises payments in advance of services.

	2024 £	2023 £
Balance at the beginning of the year	88,379	686,689
Amount released to income in the year	(88,379)	(686,689)
Amount deferred in the year	108,032	88,379
Balance at the end of the year	108,032	88,379

21 Creditors: amounts falling due after one year

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Bank loans	406,238	-	406,238	-
Other loans	11,156,038	4,894,530	11,156,038	4,894,530
Amounts due to group undertakings	-	-	600,000	666,731
	11,562,276	4,894,530	12,162,276	5,561,261

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Loan maturity analysis				
Within one year	1,380,823	5,572,987	1,380,823	5,572,987
Two - five years	11,562,276	4,894,530	11,562,276	4,894,530
Total loans repayable	12,943,099	10,467,517	12,943,099	10,467,517

There is also a Barclays £2m overdraft facility and a term loan with a current balance of £0.52m (2023: £0.62m), which are secured by a Group bank account-offset cross guarantee, a cross guarantee and debenture creating fixed and floating charges over the assets of several Group companies and a floating charge over the assets of Thera (Scotland).

Thera Trust offered a £5,000,000 six year bond in February, 2018. Interest is payable annually on 31 March each year in arrears at a fixed rate of 5.5% per annum.

Thera Trust offered a £5,000,000 six year bond in July, 2020. Interest is payable annually on 31 March each year in arrears at a fixed rate of 5.25% per annum.

Thera Trust offered a £4,100,000 six year bond in October, 2023. Interest is payable annually on 31 March each year in arrears at a fixed rate of 7.25% per annum.

As detailed in note 29, there were both adjusting and unadjusting events that happened after the reporting date.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

22a Analysis of group net assets between funds (current year)

	General unrestricted £	Revaluation reserve £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	1,653,721	547,439	-	-	2,201,160
Investment properties owned	7,531,544	(817,544)	-	-	6,714,000
Investment properties leased	2,816,804	2,603,750	-	-	5,420,554
Net current assets	6,153,346	-	8,497	483,268	6,645,111
Long term liabilities	(11,562,276)	-	-	-	(11,562,276)
Defined benefit pension scheme liability	(334,248)	-	-	-	(334,248)
Net assets at 31 March 2024	6,258,891	2,333,645	8,497	483,268	9,084,301

22b Analysis of group net assets between funds (prior year)

	General unrestricted £	Revaluation reserve £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	1,809,931	560,303	-	-	2,370,234
Investment properties owned	7,531,544	(817,544)	-	-	6,714,000
Investment properties leased	2,816,804	1,649,934	-	-	4,466,738
Net current assets	2,699,191	-	9,105	452,723	3,161,019
Long term liabilities	(4,894,530)	-	-	-	(4,894,530)
Defined benefit pension scheme liability	(187,117)	-	-	-	(187,117)
Net assets at 31 March 2023	9,775,823	1,392,693	9,105	452,723	11,630,344

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

23a Movements in funds (current year)

	At 1 April 2023 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2024 £
Restricted funds:					
Support for Ms TE	1,977	-	-	-	1,977
Loughborough sensory room and garden	418	-	(418)	-	-
Other property-specific projects	37,880	5,665	(12,020)	-	31,525
The Hollies fund	2,663	-	-	-	2,663
L and D generic training	8,234	-	-	-	8,234
Holiday support fund	6,059	-	(952)	-	5,107
Sawston Hydrotherapy Pool	2,037	-	-	-	2,037
Clacton Beach Hut	155	390	(545)	-	-
Gig buddies	-	82,143	(82,143)	-	-
TEN project	5,623	-	-	-	5,623
Building Bridges	6,398	-	-	-	6,398
Allsorts	382	-	-	-	382
Grantham	54	-	-	-	54
Scottish NVQ	57,028	17,100	(15,925)	-	58,203
Apprenticeship levy - Government Grant	18,958	29,603	-	-	48,561
Legacies	3,840	-	-	-	3,840
Thera Connex	2,819	-	(221)	-	2,598
Tech it Out	4,093	-	(412)	-	3,681
Restore 2 Mini Stomp	1,600	-	(128)	-	1,472
Restricted Funds - North Lanarkshire	27,783	-	(12,738)	-	15,045
Retention and Recruitment - Lincolnshire	24,879	30,137	-	-	55,016
Fuel Enhancement Funding - Lincolnshire	6,295	-	-	-	6,295
Inspiring Scotland WF Wellbeing Grant	10,000	-	(9,993)	-	7
Financial Wellbeing Research Project	-	10,000	(3,405)	-	6,595
Total restricted funds	229,175	175,039	(138,900)	-	265,314
Unrestricted funds:					
Designated development fund	9,105	-	(608)	-	8,497
Designated funds	9,105	-	(608)	-	8,497
Revaluation reserve	32,867	-	-	-	32,867
Pension reserve	(311,307)	100,446	(141,000)	-	(351,861)
General funds	14,532,788	14,670,140	(14,177,886)	-	15,025,042
General funds	14,221,481	14,770,586	(14,318,886)	-	14,673,181
Total unrestricted funds	14,263,453	14,770,586	(14,319,494)	-	14,714,545
Parent charity total funds as at 31 March 2023	14,492,628	14,945,625	(14,458,394)	-	14,979,859

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

23a Movements in funds (current year continued)

	At 1 April 2023 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2024 £
Charity total fund balance carried forward	14,492,628	14,945,625	(14,458,394)	-	14,979,859
CMHWF Midlothian	9,000	9,910	(9,000)	-	9,910
CMHWF Edinburgh	9,785	-	(9,785)	-	-
CMHWF Glasgow	9,620	11,690	(11,310)	-	10,000
The National Lottery Community Fund	34,675	40,379	(34,676)	-	40,378
Health & Social Care Alliance SM Grant	-	36,000	(25,112)	-	10,888
North Lanarkshire Social	-	370	(370)	-	-
The Hugh Fraser Foundation	-	3,000	-	-	3,000
CMHWF West Lothian	-	9,256	-	-	9,256
Inverclyde ICHM& WB Fund	-	9,237	-	-	9,237
Edinburgh & Lothians Trust	-	1,400	-	-	1,400
CMHWF West Dunbartonshire	-	9,237	-	-	9,237
Whole Family Wellbeing Fund	-	9,237	-	-	9,237
Legacy donation	6,012	-	(1,032)	-	4,980
The National Lottery Community Fund	-	9,200	(3,795)	-	5,405
Donations	2,524	-	-	-	2,524
Deloitte	25,960	-	(11,700)	-	14,260
BGC JobsOhio	831	-	(831)	-	-
Great Escape	8,073	-	-	-	8,073
FSF Essex	9,982	-	(6)	-	9,976
FSF Barnet	4,192	-	-	-	4,192
Unity Works Walking Group ('The	250	-	-	-	250
Bounceback Programme	13,277	48,768	(37,659)	-	24,386
LB of Camden Business Support Grants	1,758	-	-	-	1,758
Drappers Trust	9,398	-	-	-	9,398
Townsend Trust	2,799	-	-	-	2,799
Greenwich Worktrain Project	-	168,609	(168,609)	-	-
Gerard Basset Forum	-	11,833	(11,833)	-	-
The Cicely Northcote Trust	-	3,034	(3,034)	-	-
BlackRock Gives	-	9,822	(484)	-	9,338
Markyes Close	42,766	-	(13,756)	-	29,010
Donations	18,348	5,534	(715)	-	23,167
Herefordshire Community Foundation	11,303	4,532	-	-	15,835
Department for Education Holiday Activities	1,375	-	-	-	1,375
Bulmer Trust	1,620	-	(1,049)	-	571
Changing Places Funding	-	12,798	(78,200)	-	(65,402)
Hub Seed Funding	-	2,073	(489)	-	1,584
Market Sustainability & Improvement Fund	-	1,933	-	-	1,933
Total restricted funds	223,548	417,852	(423,445)	-	217,955
Revaluation reserve	1,359,826	953,816	-	(12,864)	2,300,778
Pension reserve	124,190	-	(106,577)	-	17,613
General funds	(4,569,848)	75,868,205	(79,743,124)	12,864	(8,431,903)
General funds	(4,445,658)	75,868,205	(79,849,701)	12,864	(8,414,290)
Total unrestricted funds	(3,085,832)	76,822,021	(79,849,701)	-	(6,113,512)
Group total funds as at 31 March 2024	11,630,344	92,185,498	(94,731,540)	-	9,084,302

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

23a Movements in funds (current year continued)

	At 1 April 2023 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2024 £
Reconciled to:					
Unrestricted funds	9,775,823	90,638,791	(94,168,587)	12,864	6,258,891
Revaluation	1,392,693	953,816	-	(12,864)	2,333,645
Designation funds	9,105	-	(608)	-	8,497
Restricted funds	452,723	592,891	(562,345)	-	483,269
Group total funds as at 31 March 2023	11,630,344	92,185,498	(94,731,540)	-	9,084,302

There is a timing difference between income and costs on the Changing Places Funding, the funding was received just after the year end.

The narrative to explain the purpose of each fund is given at the foot of the note below.

23b Movements in funds (prior year)

	At 1 April 2022 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2023 £
Restricted funds:					
Support for Ms TE	1,977	-	-	-	1,977
Loughborough sensory room and garden	418	-	-	-	418
Other property-specific projects	39,147	10,070	(11,337)	-	37,880
The Hollies fund	2,663	-	-	-	2,663
L and D generic training	8,234	-	-	-	8,234
Holiday support fund	7,689	-	(1,630)	-	6,059
Sawston Hydrotherapy Pool	1,337	700	-	-	2,037
Clacton Beach Hut	469	350	(664)	-	155
Gig buddies	5,414	76,042	(81,456)	-	-
TEN project	5,623	-	-	-	5,623
Building Bridges	6,398	-	-	-	6,398
Allsorts	382	-	-	-	382
Grantham	54	-	-	-	54
Scottish NVQ	31,467	43,800	(18,239)	-	57,028
Apprenticeship levy - Government Grant	9,826	26,265	(17,133)	-	18,958
Legacies	5,000	-	(1,160)	-	3,840
Thera Connex	2,775	44	-	-	2,819
Tech it Out	4,093	-	-	-	4,093
Restore 2 Mini Stomp	55,997	-	(54,397)	-	1,600
North Lanarkshire	-	27,783	-	-	27,783
Retention and Recruitment - Lincolnshire	-	24,879	-	-	24,879
Fuel Enhancement Funding - Lincolnshire	-	6,295	-	-	6,295
Inspiring Scotland WF Wellbeing Grant	-	10,000	-	-	10,000
Total restricted funds	188,963	226,228	(186,016)	-	229,175
Unrestricted funds:					
Designated development fund	13,006	-	(3,901)	-	9,105
Designated funds	13,006	-	(3,901)	-	9,105
Revaluation reserve	54,867	-	(22,000)	-	32,867
Pension reserve	(252,763)	101,456	(160,000)	-	(311,307)
General funds	12,307,777	13,848,995	(11,623,984)	-	14,532,788
General funds	12,055,014	13,950,451	(11,783,984)	-	14,221,481
Total unrestricted funds	12,122,887	13,950,451	(11,809,885)	-	14,263,453
Parent charity total funds as at 31 March 2023	12,311,850	14,176,679	(11,995,901)	-	14,492,628

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

23b Movements in funds (prior year continued)

	At 1 April 2022	Income and gains	Expenditure and losses	Transfers	At 31 March 2023
	£	£	£	£	£
Charity total fund balance carried forward	12,311,850	14,176,679	(11,995,901)	-	14,492,628
Restricted funds:					
Equal Futures Memberships	850	790	(1,640)	-	-
Kennyhill Bequest	4,754	-	(4,754)	-	-
CMHWF Midlothian	9,500	9,000	(9,500)	-	9,000
CMHWF East Ayrshire	8,725	-	(8,725)	-	-
CMHWF Edinburgh	9,500	9,785	(9,500)	-	9,785
CMHWF Glasgow	3,500	9,620	(3,500)	-	9,620
Health & Social Care Alliance SM Grant	3,000	15,000	(18,000)	-	-
JTH Charitable Trust	500	-	(500)	-	-
Winter Social Wellbeing Fund (Glasgow)	1,300	-	(1,300)	-	-
The National Lottery Community Fund	-	40,092	(5,417)	-	34,675
The Hugh Fraser Foundation	-	3,000	(3,000)	-	-
Airdrie Fund	-	3,000	(3,000)	-	-
Greenwich Work Train	30,712	145,000	(175,712)	-	-
Legacy donation	6,740	-	(728)	-	6,012
Donations	2,768	699	(943)	-	2,524
Deloitte	25,960	-	-	-	25,960
BGC JobsOhio	3,323	-	(2,492)	-	831
Great Escape	8,073	-	-	-	8,073
FSF Essex	9,982	-	-	-	9,982
Postcode Neighbourhood Trust Unity Pies	3,765	-	(3,765)	-	-
FSF Barnet	4,192	-	-	-	4,192
Peripatetic, Bailey Thomas	15,000	-	(15,000)	-	-
Unity Works Walking Group ('The	250	-	-	-	250
Bounceback Programme	13,278	49,917	(49,918)	-	13,277
LB of Camden Business Support Grants	-	12,538	(10,780)	-	1,758
The Fishmongers' Company's Charitable	-	15,000	(15,000)	-	-
Drappers Trust	-	10,000	(602)	-	9,398
Townsend Trust	-	3,000	(201)	-	2,799
The Rangooowala Foundation	-	9,818	(9,818)	-	-
The National Lottery Community Fund	-	10,000	(10,000)	-	-
The Cicely Northcote Trust	-	6,068	(6,068)	-	-
Santa Barbara Heights Charitable Trust	-	1,000	(1,000)	-	-
Markyes Close	44,843	-	(2,077)	-	42,766
Donations	15,461	3,137	(250)	-	18,348
Herefordshire Community Foundation	11,303	-	-	-	11,303
Department for Education Holiday Activities	1,375	-	-	-	1,375
Bulmer Trust	-	6,000	(4,380)	-	1,620
Total restricted funds	238,654	362,464	(377,570)	-	223,548
Revaluation reserve	1,095,762	342,927	(66,000)	(12,863)	1,359,826
Pension reserve	(692,517)	868,000	(51,293)	-	124,190
General funds	845,756	66,850,717	(72,279,184)	12,863	(4,569,848)
General funds	153,239	67,718,717	(72,330,477)	12,863	(4,445,658)
Total unrestricted funds	1,249,001	68,061,644	(72,396,477)	-	(3,085,832)
Group total funds as at 31 March 2023	13,799,505	82,600,787	(84,769,948)	-	11,630,344

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

	At 1 April 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 1 April 2023 £
Reconciled to:					
Unrestricted funds	12,208,253	81,669,168	(84,114,461)	12,863	9,775,823
Revaluation	1,150,629	342,927	(88,000)	(12,863)	1,392,693
Designation funds	13,006	-	(3,901)	-	9,105
Restricted funds	427,617	588,692	(563,586)	-	452,723
Total funds	13,799,505	82,600,787	(84,769,948)	-	11,630,344

Purposes of restricted funds

Support for Ms TE

Amount donated to provide support to Ms TE.

Loughborough sensory room and garden

NHS and other charitable funds to pay for the fit-out and equipping of a sensory room and a sensory garden project.

Other property-specific projects

Various other property-specific projects undertaken.

The Hollies fund

This fund arises from a legacy received which is to be used for the benefit of the service users living in The Hollies and for The Hollies itself.

L and D generic training

Funding for staff training to enable staff to give better quality support.

Holiday support fund

Amount donated to cover additional holiday support costs for people supported by Thera.

Sawston Hydrotherapy Pool

Local fundraising to purchase a hydrotherapy pool for a house in Cambridgeshire.

Clacton Beach Hut

Local fundraising to purchase a beach hut in Essex.

Gig Buddies

Funding from Midlothian Council to support people to attend music gigs and functions.

TEN Project

Funding from the Scottish Government to a collaboration between three organisations to provide formal support with informal

Building Bridges



Dolphins' Den is part of Building Bridges. Building Bridges is a partnership of organisations, led by Community First, that has come together to deliver the Building Better Opportunities Programme across Swindon and Wiltshire.

The project has received up to £6.4M of funding from the European Social Fund and The National Lottery Community Fund as part of the 2014-2020 European Structural and Investment Funds Growth Programme in England. The Department for Work and Pensions is the Managing Authority for the England European Social Fund programme. Established by the European Union, the European Social Fund helps local areas stimulate their economic development by investing in projects which will support skills development, employment and job creation, social inclusion and local community regenerations. For more information visit <https://www.gov.uk/european-growth-funding>

Allsorts

Funding from Bingham Town Council for activities for people supported in Bingham, Nottinghamshire.

Graham

Local fundraising.

Scottish Vocational Qualifications

The Scottish Government Voluntary Sector Development Fund for staff training.

Apprenticeship levy - Government Grant

The Apprenticeship Levy Top Up is grant funding provided by HMRC as part of the Apprenticeship Levy scheme.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

23 Movements in funds (continued)

Purposes of restricted funds (continued)

Legacies

Restricted to Thera East Anglia, for the benefit of the people we support, to help to pay for days out and activities.

Thera Connex

To support people with a learning disability and keep them connected during Covid-19 and beyond.

Tech it Out

Enable people with a learning disability to access online and app-based health, social and lifestyle support: increasing independence;

Restore 2 Mini Stomp

The funding is aimed to support Voluntary and Community Sector Enterprises (VCSE) partners to deliver information, support and advice to people with a learning disability and autistic people and their families.

North Lanarkshire

Initial start up costs of a new operation and staff training.

Retention and Recruitment - Lincolnshire Grant

Lincolnshire County grant towards recruitment and retention in a difficult time for the sector.

Fuel Enhancement Funding - Lincolnshire Grant

Grant towards fuel costs primarily aimed at the day opportunities fuel and utilities at a time of significant increases.

Inspiring Scotland WF Wellbeing Grant

Overall staff well being for Scotland.

Financial Wellbeing Research Project

The aim of this project is to collaboratively generate ideas about how to understand and measure the financial wellbeing of people with a learning disability by working with our external partners Thera Trust and Dosh and the people with a learning disability they support.

CMHWF Midlothian

Our Midlothian based Project Co-ordinator will recruit, train and support 4 volunteers to help us to deliver our three main activities - 1:1 befriending, Circles of Support and Social events.

CMHWF Midlothian (new funding in the year)

Co-produce person-centred plans to address individuals specific needs and introduce bespoke circles of support to enable them to live their best lives. As part of these circles of support we will offer volunteer community connectors and tailored social events to bring individuals and families together for mutual connection and friendship.

CMHWF Edinburgh

Supporting socially isolated adults (16+) with a learning disability or autism and their parent carers in Edinburgh. The aim is to facilitate families in the creation of community-based circles of support around their relative so that they can plan for the future and live their best life. Funding will be used to facilitate the co-ordinator to recruit and train additional volunteers to support up to 12 individuals and up to 24 family members. Volunteers will support beneficiaries via 1:1 befriending, circles of support and social events.

CMHWF Glasgow

We aim to expand our reach of support by recruiting, training and supporting 8 volunteers to support up to 6 individuals with a learning disability or autism and their family members in Glasgow via 1:1 befriending, Circles of Support and Social events. This will increase opportunities of social connections within the local community, reducing isolation and promoting improved mental wellbeing.

CMHWF Glasgow (new funding in the year)

We will work with 20 individuals with a learning disability/autism in Glasgow and their families to co-produce person centred plans to address individuals and families' specific needs and prevent poor outcomes and reduce the reliance of paid support. We will introduce bespoke circles of support to enable people with a learning disability to live their best lives. Alongside this we will offer volunteer befriending and tailored social events to bring individuals and families together. We will also facilitate a Christmas get together activity chosen by the people we support such as bowling and a Christmas dinner also attend by our volunteers.

The National Lottery Community Fund

This grant will fund the Edinburgh Project Coordinator Salary, volunteer training and development costs, travel and subsistence costs, volunteer expenses, IT Equipment, Telephone Costs, Events, Communication and Licenses, Contribution to management and organisational support costs for 2 years.

Health & Social Care Alliance SM Grant (new funding in 2023)

Using our successful co-production models for befriending, circles of support and social events, we will establish a new service in the area of North Lanarkshire where we have identified an unmet need and attracted 13 new referrals for our support services.

North Lanarkshire Social

Funding is for social events for individuals supported in North Lanarkshire.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

23 Movements in funds (continued)

Purposes of restricted funds (continued)

The Hugh Fraser Foundation

Funding is for core costs in the Glasgow area.

CMHWF West Lothian

Create and deliver our unique Circle of Support workshops to individuals with a learning disability and their families in West Lothian. There will be 10 workshops delivered over 12 months, 5 face to face and 5 online. There will be the capacity for 12 attendees at each workshop, we expect this will be made up of 6 individuals with a learning disability who each bring a parent carer.

Inverclyde ICHM& WB Fund

Create and deliver our unique Circle of Support workshops to individuals with a learning disability and their families in Inverclyde. There will be 10 workshops delivered over 12 months, 5 face to face and 5 online. There will be the capacity for 12 attendees at each workshop, we expect this will be made up of 6 individuals with a learning disability who each bring a parent carer.

Edinburgh & Lothians Trust

Our project co-ordinator in Edinburgh will hold 4 local events over the year, 2 big and 2 small, open to all individuals living in Edinburgh and the Lothians, their family members and local volunteers.

CMHWF West Dunbartonshire

This funding is to create and deliver our unique Circle of Support workshops to individuals with a learning disability and their families across West Dunbartonshire. These will be expertly delivered by our experienced Project Coordinators and provide families who have a relative with a learning disability with the tools and guidance to be able to grow a network of others around their relative, people who know and care for their loved one.

Whole Family Wellbeing Fund

Create and deliver our unique Circle of Support workshops to individuals with a learning disability and their families in Perth and Kinross. There will be 10 workshops delivered over 12 months, 5 face to face and 5 online. There will be the capacity for 12 attendees at each workshop, we expect this will be made up of 6 individuals with a learning disability who each bring a parent carer.

Legacy donation

Monies to be spent in or towards the purchase of a caravan or towards any other project which may benefit the clients of West Oxfordshire Supported Living Scheme.

The National Lottery Community Fund

To run monthly coffee morning for people with a learning disability in 6 different communities where we know there is a need (Loughborough, Witney, Banbury, Oxford, Hertfordshire and Northamptonshire) – a total of 72 sessions across a 12 month period.

Donations

Various donations including funds to support the homeless meals project and other temporary measures in Café Victoria.

Deloitte

Create an online portal giving students and job seekers access to a Virtual Learning Environment and Case Management System enabling people to independently access their details, CV, job search.

BGC Jobs Ohio

To purchase a coffee cart and sell coffee, thereby creating further employment of people with a learning disability.

Great Escape

Annual break for a week of activities designed to build skills and confidence for the people we support.

FSF Essex

For delivery of an employment project.

FSF Barnet

For delivery of an employment project.

Unity Works Walking Group ('The Adventurers' Club')

To cover the costs of walking group sessions throughout the winter months.

Bounceback Programme

To help people complete a vocational profile and identified career pathway, build their confidence and social skills and receive support to attend at least one interview.

LB of Camden Business Support Grants

This grant will pay for trainees with a learning disability at Greenwood Café. The aim is to make meals which will be delivered by bicycle courier to Castlehaven Community Association for distribution at their weekly foodbank.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

23 Movements in funds (continued)

Purposes of restricted funds (continued)

Drappers Trust

This grant will pay for trainees with a learning disability at Greenwood Café. The aim is to make meals which will be delivered by bicycle courier to Castlehaven Community Association for distribution at their weekly foodbank.

Townsend Trust

This grant will pay for trainees with a learning disability at Greenwood Café. The aim is to make meals which will be delivered by bicycle courier to Castlehaven Community Association for distribution at their weekly foodbank.

Greenwich Worktrain Project

This grant is to support the AOPS employment support service.

Gerard Basset Forum

The Foundation expects the funds gifted to Unity Works to be spent on the training activities undertaken in the Social Enterprise cafes including the creation of placements for future job opportunities.

The Cicely Northcote Trust

This grant will contribute towards the costs of room hire for meetings to support Unity Works' supported employment projects in Southwark and Lambeth

BlackRock Gives

Funding to launch MailOut 2 to enable us to increase the number of training and work experience opportunities to individuals in a new area as well as increase commercial revenue that we can use to further improve quality.

Markyes Close

Funds given to Aspire Living Ltd to enable the development of Markyes Close residential home from 2 individual bungalows into one home. This was done to aid and benefit the people living on Markyes Close.

Donations

Various local donations for the welfare of the People we support, by providing day trips out, Youth Club annual holiday club, projects and to cover funeral costs.

Herefordshire Community Foundation

Project costs for 'Be Your Own Health Champion'.

Department for Education Holiday Activities

Funding provided for holiday activities & food.

Bulmer Trust

Grant to help support the Bulmer Training Room, to purchase new furniture and other items.

Changing Places Funding

Grant from Herefordshire County Council for the refurbishment of toilets at the Hub.

Hub Seed Funding

Funding from Herefordshire County Council for specific equipment and training at the Hub.

Market Sustainability & Improvement Fund

One off payment from Gloucestershire County Council to support frontline care.

Prior Year

Memberships

Lifetime membership fees pay directly for hours worked by a facilitator to build a Circle of Support around a relative with a disability.

Kennyhill Bequest

This is allocated specifically to the Glasgow project and is for autism training.

CMHWF Midlothian

This grant will enable us to expand our reach of support by recruiting additional volunteers.

CMHWF East Ayrshire

This grant will enable us to expand our reach of support by recruiting, training and supporting 5 additional volunteers to support up to 9 people.

CMHWF Edinburgh

This grant will enable us to expand our reach of support by recruiting an additional 12 volunteers in Edinburgh to support a further 5 individuals with a learning disability and their carers/parents which will be 15 people in total supported. Our support will be able to add value to the community, promoting wellbeing at grassroots level and benefiting the mental wellbeing of those supported.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

23 Movements in funds (continued)

Purposes of restricted funds (continued)

Prior Year (continued)

CMHWF Glasgow

This grant enabled us to expand our reach of support by recruiting additional volunteers over a 12 month period from April 2022 to March 2023.

Health & Social Care Alliance SM Grant

This fund will enable us to undertake scoping work to ascertain the need for the unique EF model of support.

Health & Social Care Alliance SM Grant

Using our successful co-production models for befriending, circles of support and social events, we will establish a new service in the area of North Lanarkshire where we have identified an unmet need and attracted 13 new referrals for our support services.

JTH Charitable Trust

Grant towards core costs in Glasgow.

Winter Social Wellbeing Fund (Glasgow)

Provision for a festive event for isolated people.

Airdrie Fund

To support individuals with a learning disability or autism and their families, we aim to expand our reach of support by recruiting, training and supporting 16 additional volunteers to support up to 13 people in Airdrie.

Greenwich Work Train

Employment programme that supports people with a learning disability, autism and mental health issues to be work ready and move into employment. This service also develops supported volunteering opportunities for vulnerable adults.

Postcode Neighbourhood Trust Unity Pies

To develop new SE Café business stream.

Peripatetic, Bailey Thomas

To cover the cost of an employment advisor and support people who do not qualify for support under statutory supported employment schemes.

The Fishmongers' Company's Charitable trust

This grant is to contribute towards catering training, qualifications and pathways to employment for people with a learning disability.

The National Lottery Community Fund

This grant will pay for trainees with a learning disability at Greenwood Café. The aim is to make meals which will be delivered by bicycle courier to Castlehaven Community Association for distribution at their weekly foodbank.



In partnership with
**THE NATIONAL LOTTERY
COMMUNITY FUND**

The Cicely Northcote trust

This grant will contribute towards the costs of room hire for meetings to support Unity Works' supported employment projects in Southwark and Lambeth.

Santa Barbara Heights Charitable Trust

To match funding for the grant that was received from the Baily Thomas Foundation, which covers a portion of cost of an employment advisor and support people who do not qualify for support under statutory supported employment schemes.

Purposes of designated funds

Development Fund

Funds designated to allow discretionary support for the additional needs of people supported through Thera, not available from other funding sources.

Transfers between funds

Current Year

The transfer is equal to the net of any fixed asset additions and disposals in the year.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

24 Reconciliation of net income to net cash flow from operating activities

	2024	2023
	£	£
Net expenditure for the reporting period (as per the statement of financial activities)	(2,299,043)	(2,877,161)
Depreciation charges and impairment	398,808	408,858
(Surplus)/ Loss on disposal of fixed assets	(4,000)	793
Unrealised gains on investment properties	(953,816)	(202,327)
Unrealised gains on fixed assets	-	(52,600)
Interest receivable	(2)	(3,906)
Interest payable	754,779	583,417
Decrease / (increase) in stocks	4,752	(4,094)
Decrease in debtors	366,492	1,738,557
Decrease in creditors	(512,525)	(711,301)
Net change in the defined benefit pension liability	(99,869)	(50,163)
Net cash used in by operating activities	(2,344,424)	(1,169,927)

25 Changes in net debt

	At 1 April 2023 £	Cash flows £	Other changes £	At 31 March 2024 £
Cash at bank and in hand	3,392,945	(871,463)	-	2,521,482
Total cash and cash equivalents	3,392,945	(871,463)	-	2,521,482
Bank loans due within one year	(678,383)	564,048	-	(114,335)
Bank loans due beyond one year	-	(406,238)	-	(406,238)
Other loans due within one year	(4,894,604)	3,628,116	-	(1,266,488)
Other loans due beyond one year	(4,894,530)	(6,261,508)	-	(11,156,038)
Finance leases due under one year	(22,110)	22,110	-	-
Changes in net debt	(10,489,627)	(2,453,472)	-	(12,943,099)
Total	(7,096,682)	(3,324,935)	-	(10,421,617)

26 Operating lease commitments - payable as a lessee

Group

The group's total future minimum lease payments payable under non-cancellable operating leases is as follows for each of the

	Property 2024 £	2023 £	Equipment 2024 £	2023 £
Less than one year	1,935,778	1,821,063	215,347	216,205
One to five years	6,857,428	6,578,042	202,047	335,198
Over five years	13,381,959	13,896,646	-	-
	22,175,165	22,295,751	417,394	551,403

Charity

The charity's total future minimum lease payments payable under non-cancellable operating leases is as follows for each of the

	Property 2024 £	2023 £	Equipment 2024 £	2023 £
Less than one year	53,892	61,948	175,695	189,138
One to five years	33,516	100,475	202,047	322,788
	87,408	162,423	377,742	511,926

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

27 Operating lease commitments - receivable as a lessor

Group

The group's total future minimum lease payments receivable under non-cancellable operating leases is as follows for each of the

	Property	
	2024	2023
	£	£
Less than one year	2,044,793	1,893,150
One to five years	8,179,171	7,572,599
Over five years	17,151,623	17,812,653
	27,375,587	27,278,402

28 Contingent liabilities

In 1977 The Camden Society received a grant from the London Borough of Camden towards the purchase of property in Brightlingsea, Essex. Under the grant agreement, should the property be disposed of and the proceeds not be reinvested in an alternative property for the aims of the charity, then the London Borough of Camden have the right to request a proportion of the sale proceeds.

29 Post balance sheet events

All of activities were discontinued in The Camden Society (London) on the 31st March 2024. Then following the collection of outstanding debtors and settlement of outstanding creditors, an application will be made for the company to be struck of the register of companies.

All of the activities are to be discontinued in Equal Futures on the 31st March 2025. Once outstanding debts of the company have been collected and creditors settled, it is the intention of directors for the company to be struck off the register of companies

All of the activities were discontinued in The Quality Company on the 31st October 2024. Once outstanding debts of the company have been collected and creditors settled, it is the intention of directors for the company to be struck off the register of companies.

All of the above activities are to be discontinued in The Camden Society Trading on the 23rd September 2024. Once outstanding debts of the company have been collected and creditors settled, it is the intention of directors for the company to be struck off the register of companies.

Since the year end, Forward Housing has entered into negotiations with a potential buyer in relation to twelve of Forward Housing's owned properties. Negotiations are still in progress however from these discussions a revaluation gain of £750k would be anticipated when these properties are sold.

After the year end, the Trust approached the bondholders and agreed to a revised repayment structure, coupon rate and a rollover of some of the bonds from the 2018 and 2020 bonds to the 2023 bond. The revised repayment period has been recognised in the financial statements as an adjusting event and has therefore been updated in the creditors split between current and non-current creditors in the accounts for the year ended 31 March 2024.

The impact of this bond restructure is that the bond tranche previously referred to as the 2018 bond has had its coupon rate increased from 5.5% to 6%, and is due to be repaid on 31 December 2027.

The impact of this bond restructure is that the bond tranche previously referred to as the 2020 bond has had its coupon rate increased from 5.25% to 5.75%, and is due to be repaid on 31 December 2029.

The impact of this bond restructure is that the bond tranche previously referred to as the 2023 bond, it's coupon rate has remained the same at 7.25%, and is due to be repaid on 31 December 2029.

30 Pension schemes

Defined contribution schemes

The Pensions Trust Ethical Fund

A number of companies in the Group participate in The Pensions Trust Ethical Fund which is a defined contribution scheme for the benefit of its employees. Contributions payable to the scheme amounted to £885,551 (2023: £744,622). The amount outstanding in respect of the Fund at the year end was £205,791 (2023: £6,598).

The Pensions Trust Flexible Retirement Plan

The Quality Company and The Camden Society (London) participate in the Flexible Retirement Plan TPT, which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £396 (2023: £1,568). The amount outstanding in respect of this scheme at the year-end was £Nil (2023: £Nil).

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

30 Pension schemes (continued)

Defined contribution schemes (continued)

NEST pension scheme

Equal Futures and Aspire Living Limited participate in the government's NEST pension scheme which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £112,359 (2023: £96,375). The amount outstanding in respect of this scheme at the year-end was £19,852 (2023: £Nil).

Clerical Medical pension scheme

Aspire Living Limited participates in the Clerical Medical Pension Scheme which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £7,028 (2023: £6,824). The amount outstanding in respect of this scheme at the year-end was £3,534 (2023: £Nil).

The Pensions Trust Growth Plan

Forward Living used to participate in The Pensions Trust Growth Plan (the Plan). The Plan is funded and is not contracted-out of the On 22 February, 2010, a transfer of contracts and all employees was made from Forward Living, a charitable company limited by guarantee which has since been struck off the register of companies, to a fellow subsidiary of the Thera Group, Thera South West, at which date Forward Living ceased to participate in the Plan. The parent charity, Thera Trust, acts as a guarantor of a floating liability amounting to £86,569 which would crystallise should the Plan at some time in the future be wound up or an event occurs as a result of which there are no remaining employers participating in the Plan.

The People's Pension Scheme

The Camden Society, The Camden Society (London), Unity Works Social Enterprises, Ansar Projects, Thera East Midlands, Thera South West, Thera North, The Quality Company and Aspire Living Limited participate in The People's Pension Fund, which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £282,220 (2023: £208,870). The amount outstanding in respect of this Scheme at the year-end was £429 (2023: £Nil). At the balance sheet date there were 530 active members of the scheme employed by the society (2023: 435).

Social Housing Pension Scheme - defined contribution

Aspire Living Limited participates in The Pension's Trust Social Housing Pension Scheme (TPT SHPS) which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £4,486 (2023: £22,199). The amount outstanding in respect of this Scheme at the year-end was £Nil (2023: £Nil).

Thera Trust participates in the Social Housing Pension Scheme (DB/DC hybrid). The Scheme is funded and was contracted-out of the State Pension scheme. However, from 1 April, 2013, Thera Trust adopted the defined contribution structure of the scheme, it previously having operated under a defined benefit structure.

During the accounting period Thera Trust paid total contributions of £298,994 (2023: £273,342) which included £113,235 (2023: £107,331) of past service deficit contributions. At the year end, £40,184 (2023: £737) was outstanding in respect of the Scheme.

As at the balance sheet date there were 162 (2023: 151) active members of the Scheme employed by Thera Trust.

Social Housing Pension Scheme - defined benefit

Thera Trust participates in the Social Housing Pension Scheme (the Scheme), a multi-employer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK.

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

The last triennial valuation of the scheme for funding purposes was carried out as at 30 September 2023. This valuation revealed a reduction in the deficit from £1,560m to £700m. A Recovery Plan had previously been put in place with the aim of removing this deficit by 31 March 2028, this date still remains. The Scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme.

Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

The number of members of the scheme are set out below.

The data as at 31 March 2024 and 31 March 2023 has been calculated using a modeller provided by The Pensions Trust. Certain key assumptions, such as projected earnings increases have been set within this modeller to bring them into line with the expectations of the organisation. These are set out below

Number of active members in the scheme

	2024 No.	2023 No.
Active	2	3
Deferred	26	27
Pensioners	13	11

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

30 Pension schemes (continued)

Defined benefit schemes multi-employer (continued)

Social Housing Pension Scheme - defined benefit (continued)

Reconciliation of Opening and Closing Balances of the Fair Value of Plan Assets

Financial assumptions

	2024	2023
	% pa	% pa
Rate of discount	5.22	5.14
Price inflation (RPI)	3.41	3.47
Price inflation (CPI)	3.09	3.09
Earnings increases	3.09	3.09
Allowance for commutation of pension for cash at retirement	75%	75%

Other material assumptions

Life expectancies in retirement:	years	years
Male currently aged 65	20.50	21.00
Female currently aged 65	23.00	23.40
Male currently aged 45	21.80	22.20
Female currently aged 45	24.40	24.90

Present Values of Defined Benefit Obligation, Fair Value of Assets and Defined Benefit Liability

	2024	2023
	£'000	£'000
Fair value of plan assets	1,617	1,669
Present value of defined benefit obligation	(1,970)	(1,981)
Deficit in plan	(353)	(312)
Defined benefit liability to be recognised	(353)	(312)
Net defined liability to be recognised	(353)	(312)

	2024	2023
	£'000	£'000
Opening fair value of employer assets	1,669	2,637
Interest income	87	74
Experience on plan assets	(189)	(1,109)
Contributions by the employer	118	112
Withdrawals by Employees	-	-
Benefits paid and expenses	(68)	(45)
Closing fair value of employer assets	1,617	1,669

Reconciliation of Opening and Closing Balances of Defined Benefit Obligation

	2024	2023
	£'000	£'000
Opening defined benefit obligation	1,981	2,890
Expenses	5	5
Interest cost	100	80
Actuarial gains	(48)	(949)
Benefits paid and expenses	(68)	(45)
Closing defined benefit obligation	1,970	1,981

Defined Benefit Costs Recognised in the Statement of Financial Activities (SOFA)

	2024	2023
	£'000	£'000
Expenses	5	5
Net interest expense	13	6
Defined benefit costs recognised in the	18	11

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

30 Pension schemes (continued)

Defined benefit schemes multi-employer (continued)

Social Housing Pension Scheme - defined benefit (continued)

FRS102 pension liability reconciliation 2024

Fair value of employer assets

	2024 £'000	2023 £'000
Global Equity	161	31
Absolute Return	63	18
Distressed Opportunities	57	51
Credit Relative Value	53	63
Alternative Risk Premia	51	3
Emerging Markets Debt	21	9
Risk Sharing	95	123
Insurance-Linked Securities	8	42
Property	65	72
Infrastructure	164	191
Private Equity	1	-
Private Debt	64	74
Opportunistic Illiquid Credit	63	71
High Yield	-	6
Cash	32	12
Long Lease Property	10	50
Secured income	48	77
Liability Drive Investment	659	769
Currency Hedging	(1)	3
Net Current Assets	3	4

	1,617	1,669

	Assets £'000	Liabilities £'000	Total £'000
Brought forward	1,669	(1,981)	(312)
Actuarial gains/(losses)	-	48	48
Expenses	-	(5)	(5)
Experience on Plan Assets	(189)	-	(189)
Interest	87	(100)	(13)
Contributions in - e'ee (participants)	-	-	-
Contributions in - e'er	118	-	118
Benefits out	(68)	68	-

At year end	1,617	(1,970)	(353)

Net change in scheme deficit			(41)

Net current service cost / expense in SoFA			(18)

FRS102 pension liability reconciliation 2023

	Assets £'000	Liabilities £'000	Total £'000
Brought forward	2,637	(2,890)	(253)
Actuarial gains/(losses)	-	949	949
Expenses	-	(5)	(5)
Experience on Plan Assets	(1,109)	-	(1,109)
Interest	74	(80)	(6)
Contributions in - e'ee (participants)	-	-	-
Contributions in - e'er	112	-	112
Benefits out	(45)	45	-

At year end	1,669	(1,981)	(312)

Net change in scheme surplus/(deficit)			(59)

Net current service cost / expense in SoFA			(11)

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

30 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

NHS Pension Scheme

For some employees, who have previously worked in the NHS, Thera East Anglia, Thera East Midlands, Thera East, Thera North, Thera South West and The Camden Society also participate in the NHS Pension Scheme ("the Scheme"), which is a defined benefit scheme. Contributions to this scheme, which are charged against net income, are set by the Government Actuary as set out below. The pension charge for the year in respect of this Scheme was £149,775 (2023: £171,939). The amount outstanding at 31 March, 2024 was £Nil (2023: £Nil).

Past and present employees are covered by the provisions of the NHS Pension Scheme(s) relevant to their membership. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at: www.nhsbsa.nhs.uk/pensions.

Both the 1995/2008 and 2015 schemes are accounted for, and the scheme liability valued, as a single combined scheme. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the Financial Reporting Manual (FRM) requires that 'the period between formal valuations shall be four years, with approximate assessments in intervening years'. An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2024, is based on valuation data as 31 March 2023, updated to 31 March 2024 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FRM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the Statement by the Actuary, which forms part of the annual NHS Pension Scheme Annual Report and Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account its recent demographic experience), and to recommend the contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2020. The results of this valuation set the employer contribution rate payable from 1 April 2024 to 23.7% of pensionable pay. The core cost cap cost of the scheme was calculated to be outside of the 3% cost cap corridor as at 31 March 2020. However, when the wider economic situation was taken into account through the economic cost cap cost of the scheme, the cost cap corridor was not similarly breached. As a result, there was no impact on the member benefit structure or contribution rates.

Local Government Pension Scheme - Nottinghamshire

Thera East Midlands participates in Nottinghamshire County Council's Local Government Pension Scheme ("the Scheme"). The Scheme is funded and is contracted-out of the State Pension scheme.

Contributions payable during the period amount to £19,423 (2023: £19,706). The amount outstanding in respect of employer and employee contributions for this Scheme at the year end was £Nil (2023: £Nil).

The Trustee commissions an actuarial valuation of the Scheme every three years. The main purpose of the valuation is to determine the financial position of the Scheme in order to address the level of future contributions required so that the Scheme can meet its pension obligations as they fall due.

The last formal valuation of the Scheme was performed as at 31 March 2022 by a professionally qualified Actuary. The market value of the Scheme's assets at the valuation date was £6,498 million. The valuation revealed a surplus of assets compared with the value of liabilities of £9 million, equivalent to a past service funding level of 100%.

The next triennial formal valuation of the Scheme is due as at 31 March 2025.

Thera East Midlands has not been notified by Nottinghamshire County Council of the estimated employer debt on withdrawal from the scheme. However, at the request of the Council, Thera East Midlands has put in place an on-demand bond to meet the level of risk arising in the event of insolvency, winding up or liquidation of the company, as assessed by the Council following actuarial advice. This bond is in the sum of £108,000, and has been provided by HCC International Insurance Company Plc.

The number of members of the scheme are set out below.

The data as at 31 March 2024 and 31 March 2023 has been calculated from the valuation provided by Barnett Waddingham. These are set out below:

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

30 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

Local Government Pension Scheme - Nottinghamshire (continued)

Number of active members in the scheme

	2024	2023
	No.	No.
Active	5	5
Deferred	11	11
Pensioners	7	7

Financial assumptions

	2024	2022
	% pa	% pa
Rate of discount	4.95	4.80
Price inflation (CPI)	2.85	2.85
Salary increases	3.85	3.85

Other material assumptions

Male currently aged 65	20.4	20.7
Female currently aged 65	23.3	23.5
Male currently aged 45	21.7	22
Female currently aged 45	24.7	25

Present Values of Defined Benefit Obligation, Fair Value of Assets and Defined Benefit Asset / (Liability)

	2024	2023
	£'000	£'000
Fair value of plan assets	1,353	1,255
Present value of defined benefit obligation	(1,116)	(1,130)
Impact of asset ceiling	(218)	-
Surplus in plan	19	125
Defined benefit asset to be recognised	19	125
	<u>19</u>	<u>125</u>
Net defined asset to be recognised	<u>19</u>	<u>125</u>

Reconciliation of Opening and Closing Balances of the Fair Value of Plan Assets

	2024	2023
	£'000	£'000
Opening fair value of employer assets	1,255	1,262
Interest income	59	33
Return on plan assets	73	(38)
Actuarial losses	-	(13)
Administration expenses	(1)	(1)
Contributions by the employer	20	20
Contributions by members	6	7
Benefits paid and expenses	(59)	(15)
Closing fair value of employer assets	<u>1,353</u>	<u>1,255</u>

Reconciliation of Opening and Closing Balances of Defined Benefit Obligation

	2024	2023
	£'000	£'000
Opening defined benefit obligation	1,130	1,954
Current service cost	25	52
Interest cost	53	51
Contributions by members	6	7
Actuarial gains	(39)	(919)
Benefits paid and expenses	(59)	(15)
Closing defined benefit obligation	<u>1,116</u>	<u>1,130</u>

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2024

30 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

Local Government Pension Scheme - Nottinghamshire (continued)

Defined Benefit Costs Recognised in the Statement of Financial Activities (SOFA)

	2024 £'000	2023 £'000
Current service cost	25	52
Net interest expense	(6)	18
Administration expenses	1	1
	<u>20</u>	<u>71</u>
Defined benefit costs recognised in the	<u>132</u>	<u>(b)</u>

Fair value of employer assets

	2024 £'000	2023 £'000
Equities	803	724
Gilts	34	26
Other bonds	72	78
Property	150	154
Cash	84	62
Inflation-linked pooled fund	64	65
Infrastructure	102	97
Private equities	44	49
	<u>1,353</u>	<u>1,255</u>

FRS102 pension liability reconciliation 2024

	Assets £'000	Liabilities £'000	Total £'000
Brought forward	1,255	(1,130)	125
Actuarial gains/(losses)	-	39	39
Return on Plan Assets	73	-	73
Current service cost	-	(25)	(25)
Administration expenses	(1)	-	(1)
Interest	59	(53)	6
Contributions in - e'er	20	-	20
Contributions in - e'ee (participants)	6	(6)	-
Benefits out	(59)	59	-
At year end pre asset ceiling	1,353	(1,116)	237
Impact of asset ceiling			(218)
At year end			19
Net change in scheme surplus			(106)
Net current service cost / expense in SoFA			(20)

FRS102 pension liability reconciliation 2023

	Assets £'000	Liabilities £'000	Total £'000
Brought forward	1,262	(1,954)	(692)
Actuarial gains/(losses)	(13)	919	906
Return on Plan Assets	(38)	-	(38)
Current service cost	-	(52)	(52)
Administration expenses	(1)	-	(1)
Interest	33	(51)	(18)
Contributions in - e'er	20	-	20
Contributions in - e'ee (participants)	7	(7)	-
Benefits out	(15)	15	-
At year end	1,255	(1,130)	125
Net change in scheme surplus/(deficit)			817
Net current service cost / expense in SoFA			(71)

Thera Trust

Notes to the Financial Statements

for the year ended 31 March 2024

30 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

Local Government Pension Scheme - Oxfordshire

The Camden Society also participates in the Oxfordshire Local Government Pension Scheme ("the Scheme"). This is a multi-employer, defined benefit type scheme and the assets of the scheme are held separately from those of the charity in independently administered funds. Contributions payable during the year amounted to £50,729 (2023: £47,042). As at the balance sheet date there were 14 (2023: 14) active members of the Scheme employed by the Society. The amount outstanding in respect of this Scheme at the year-end was £Nil (2023: £Nil).

It is not possible in the normal course of events to identify on a consistent and reasonable basis the share of underlying assets and liabilities belonging to individual participating employers. This is because the Scheme is a multi-employer scheme where the Scheme assets are co-mingled for investment purposes, and benefits are paid from total Scheme assets. Accordingly, due to the nature of the Scheme, the accounting charge for the period under FRS102 represents the employer contribution payable.

Oxfordshire County Council has confirmed that it will take responsibility for any funding deficit arising should The Camden Society cease to be a member in the Scheme.

Local Government Pension Scheme - Worcestershire

Aspire Living Limited participates in the Worcestershire County Council's Local Government Pension Scheme ("the Scheme"). The Scheme is funded and is contracted-out of the State Pension scheme.

The Council has agreed to fund any additional employer pension costs which may be required to address future pension scheme deficits in relation to Aspire's staff.

Contributions payable during the period amount to £68,214 (2023: £92,180). The amount outstanding in respect of employer and employee contributions for this Scheme at the year-end was £Nil (2023: £Nil).

As at the balance sheet date there were 10 (2023: 13) active members of the Scheme employed by Aspire Living Limited.

It is not possible in the normal course of events to identify on a consistent and reasonable basis the share of underlying assets and liabilities belonging to individual participating employers. This is because the Scheme is a multi-employer scheme where the Scheme assets are co-mingled for investment purposes, and benefits are paid from total Scheme assets. Accordingly, due to the nature of the Scheme, the accounting charge for the period under FRS102 represents the employer contribution payable.

The scheme's Trustee commissions an actuarial valuation of the Scheme every three years. The main purpose of the valuation is to determine the financial position of the Scheme in order to address the level of future contributions required so that the Scheme can meet its pension obligations as they fall due.

The last formal valuation of the Scheme was performed as at 31 March 2022 by a professionally qualified Actuary. The market value of the Scheme's assets at the valuation date was £3,584 million. The valuation revealed a surplus of assets compared with the value of liabilities of £14 million, equivalent to a past service funding level of 100%. This is an increase on the 90% funded position as a result of the 2019 valuation.

A common rate of contribution of 18.8% of pensionable pay per annum is required from employers. The common rate is calculated as being sufficient, together with contributions paid by members, to meet all liabilities arising in respect of service after the valuation date.

The next triennial formal valuation of the Scheme is due as at 31 March 2025.

Local Government Pension Scheme - Wiltshire

Thera South West participates in Wiltshire Council's Local Government Pension Scheme (WLGPS). The Scheme is funded and is contracted-out of the State Pension scheme.

Contributions payable during the period amount to £5,820 (2023: £5,317). The amount outstanding in respect of employer and employee contributions for this Scheme at the year-end was £Nil (2023: £Nil).

It is not possible in the normal course of events to identify on a consistent and reasonable basis the share of underlying assets and liabilities belonging to individual participating employers. This is because the Scheme is a multi-employer scheme where the Scheme assets are co-mingled for investment purposes, and benefits are paid from total Scheme assets. Accordingly, due to the nature of the Scheme, the accounting charge for the period under FRS 102 represents the employer contribution payable.

Wiltshire County Council has confirmed that it will take responsibility for any funding deficit arising should Thera South West cease to be a member in the Scheme.

As at the balance sheet date there were 1 (2023: 1) active members of the Scheme employed by Thera South West.

The Trustee commissions an actuarial valuation of the Scheme every three years. The main purpose of the valuation is to determine the financial position of the Scheme in order to address the level of future contributions required so that the Scheme can meet its pension obligations as they fall due.

The last formal valuation of the Scheme was performed as at 31 March 2022 by a professionally qualified Actuary. The market value of the Scheme's assets at the valuation date was £3,230 million. The valuation revealed a surplus of assets compared with the value of liabilities of £81 million, equivalent to a past service funding level of 103%.

The next triennial formal valuation of the Scheme is due as at 31 March 2025.

THERA TRUST

England & Wales - Charity number 1090163

Accounts



THERA TRUST

Registered No: 03593418

Charity No: 1090163

TRUSTEES' CONSOLIDATED REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH, 2023

THERA TRUST

CONTENTS

	Page
Introduction	1
Report of the Directors and Trustees (Including Strategic Report)	2- 89
Report of the Independent Auditor	90-100
Summary of Money	101
Consolidated Statement of Financial Activities	102
Balance Sheets	103
Consolidated Statement of Cash Flows	104
Notes to the Financial Statements	105-140

THERA TRUST

INTRODUCTION

**These papers tell readers what the company has been doing
between April 2022 and March 2023.**

**The directors have written about what has gone well and what
needs development.**

You can see how the company has managed its money.

The accounts have been checked by our Auditor – Sayer Vincent LLP

**Some of these papers must be written in legal language. We have
introduced each section with an Easy Read text box.**

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

REFERENCE AND ADMINISTRATIVE INFORMATION

Charity Name	Thera Trust
Charity Registration Number	1090163
Country of registration	England and Wales
Company Registration Number	03593418
Country of incorporation	United Kingdom
Registered Office	134 Edmund Street Birmingham B3 2ES
Principal Address	The West House Alpha Court Swingbridge Road Grantham Lincolnshire NG31 7XT
Company Secretary	Simon Conway

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT)

year ended 31 March, 2023

Auditor

Sayer Vincent LLP
Statutory Auditor
Invicta House
108-114 Golden Lane
London
EC1Y 0TL

Solicitors

Anthony Collins Solicitors LLP
134 Edmund Street
Birmingham
B3 2ES

T C Young
Melrose House
69a George Street
Edinburgh
EH2 2JG

Principal Bankers

Barclays Bank plc
43 High Street
Sutton
Surrey
SM1 1DR

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

BOARD OF TRUSTEE DIRECTORS

Members of the Board of Trustee Directors, who are Directors for the purpose of company law and Trustees for the purpose of charity law, who served during the year and up to the date of this report are set out below:

John Blundell

Christine Chang

Simon Conway*

Nicola Coote (appointed 13 June, 2022)

Jennifer Garrigan*

Elizabeth Lichten

Michelle McDermott Co-Chairperson

Michael Morgan (resigned 15 September 2023)

Priya Oomahdat (appointed 19 August, 2022)

Jill Parker

Christopher Rheinberg

Matthew Smith*

Sally Warren Co-Chairperson

Details of trustee remuneration are detailed in Note 8 to the accounts.

* Members of the executive team of the charitable group of companies.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

This section explains that directors are responsible for putting together accounts which must show a true and fair view. This is the law.

RESPONSIBILITIES OF THE BOARD OF TRUSTEE DIRECTORS

The Directors (who are also the Trustees of Thera Trust for the purposes of charity law) are responsible for preparing the Report of the Directors and Trustees (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of Thera Trust, the charitable company, and of the Group and of Thera Trust's and the Group's incoming resources and application of resources of the charity 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;
- ✓ make judgements and accounting estimates that are reasonable and prudent;
- ✓ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

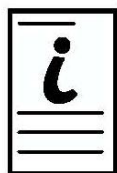
- ✓ prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue in operation.

The Board of Directors is responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and of the Group to enable it to ensure that the financial statements comply with the Companies Act 2006. The Board of Directors is also responsible for safeguarding the assets of Thera Trust, the charitable company, and of the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023



report

Report of the Directors and Trustees¹

The Trustees present their report and the audited financial statements for the year ended 31 March 2023. Reference and administrative information set out on page 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

“As we celebrated the 25th anniversary of Thera, it would be easy to focus simply on how many more people we now support. Thera started in 1998, supporting 5 people with a learning disability in Cambridgeshire. Now the organisation supports 3,200 people across the country. However, although we are proud that so many people now receive support from the Thera Group to live good lives, our focus is not on numbers but on our impact.

Thera remains the only large provider organisation in the country that employs people with lived experience of learning disability in paid executive and other leadership roles on our company boards. This sets us apart as unique, and we continue to see the impact of those

¹ Thera Trust seeks to make its annual report and accounts accessible to all of its readers, including those with a learning disability, whilst meeting all statutory requirements. This approach requires us to “tell the story” comprehensively for the year. Key information as required by company law as part of the strategic report (context to the financial statements, analysis of our performance and insight into our objectives, strategies and risks) is woven throughout and a single integrated report is therefore being provided.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

individuals and the roles that they hold on the organisation's approach to its work and on its culture. They in particular ensure that everything we do and how we work is focused first and foremost on each individual with a learning disability that we support. You can hear from some of our leaders in this report.

We celebrate the achievements of those we support. We are also full of admiration for how Thera's staff stay focused, despite some tough times in social care, on supporting each and every person to shape their life as they choose, lives full of ambition and possibility.

Although we might not get it right for everyone all the time, as a board we know, and this report shows, that we are an organisation always looking to question, learn, develop and improve. In this report you will see many inspiring stories from a number of the people we support.

The report also shows how Thera is working with others across the UK to highlight and address the health inequalities faced by people with a learning disability. Our award-winning work with Coppafeel and Orchid to produce accessible Know Your Body resources, and the works of our directors with a lived experience of learning disability on the NHSE/Improve RESTORE2™ Mini project, are great examples of this approach.

Next year will see changes to our group executive team and we look forward to the next stage of Thera's development, knowing that we have strength across the Group in our leadership, staff teams and

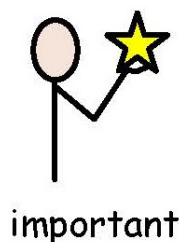
THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

boards. At the same time, we have an increasingly strong voice from our company members, families and people we support, that informs all our plans. As a board we are determined to find new ways to engage, listen and respond to the needs of the people that Thera exists to serve.”

Michelle McDermott, Sally Warren
Co-Chairpersons

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023



What is Important for Thera

Thera has always said that the people it supports must be involved in how the organisation does its job. Thera's Vision clearly sets out Thera's philosophy to demonstrate the leadership and other abilities of people with a learning disability and to ensure their control of, and involvement in, Thera.

Our vision

-  Thera will show that people with a learning disability can be leaders in society
-  Thera will be controlled by people with a learning disability
-  People supported by Thera can say how their Thera company is directed and managed
-  People with a learning disability will design the support they want from Thera.
-  Thera will respect the rights and wishes of people at work, at home and in the community
-  People with a learning disability will check the quality of support from their Thera company
-  Thera Group will be led by a charity

www.thera.co.uk



Supporting people with a learning disability

THERA TRUST

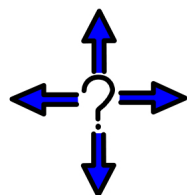
REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

People with a learning disability have a greater profile in society today than they did twenty-five years ago when Thera started. They are increasingly represented in mainstream media. However, they still face considerable prejudice and misunderstanding. Hate crime is often covered in the media and people still find themselves limited in their life choices by lack of funding or suitable property, on the margins of their local community, or excluded from employment. More subtly, charitable and social effort sometimes limits people's life choices by focussing on inputs to their "condition", attempting to mitigate its impact, rather than on outcomes, empowering individuals to live an independent life with support.

Despite decades of national and local policy to the contrary, it's also still the case that many people with a learning disability, particularly those with complex needs, remain hidden away from society. NHS statistics indicate that there were 2,200 people with a learning disability in inpatient settings at the end of March, 2023 and over half had been there for over two years. We continue to see those people who require only small amounts of care and support have their opportunities limited, both by reductions in local authority commissioned support and the challenges faced by the social care sector because of staff shortages.

Thera's Vision therefore remains as relevant and necessary as it was when the organisation was first established.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2023**



direction

Strategic Direction

Thera's strategic direction continues the range of care, support, services and activities that Thera is now known for. As a charitable group of companies, this direction is delivered both by Thera Trust itself and through its subsidiary companies.

- ✓ Supporting people to have a great life, including:
 - a) continued focus on supporting people with complex needs
 - b) improving access to specialist health care
 - c) developing further our capacity and skills to support younger people with a learning disability
 - d) the development of people's daytime opportunities
- ✓ Supporting more people and working in more areas
- ✓ Creating opportunities for people beyond exclusive activities and paid support
- ✓ Offering employment and training opportunities to more people in more areas
- ✓ Expanding development opportunities for leaders with a learning disability
- ✓ Facilitating access to specialist housing within people's chosen communities
- ✓ Building the capacity of communities to welcome, and to offer more social connections to, and support people with a learning disability
- ✓ Supporting other organisations that share Thera's Vision

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

- ✓ Engaging in research and proactively influencing society for the benefit of people with a learning disability
- ✓ Protecting Thera's Vision as the organisation develops
- ✓ Developing a workforce which is equipped, empowered and engaged to deliver Thera's Vision
- ✓ Building our charitable reserves

In addition to the needs of beneficiaries and commercial considerations, trustees continue to have regard to the Charity Commission's guidance on public benefit and believe that the strategic direction, objectives and activities of Thera Trust and its subsidiaries fulfil the Commission's requirements. Thera's objects², aims and activities continue to be charitable and provide benefit both directly and indirectly to individuals in need, their families, and the local communities in which they live. The organisation does not restrict access to its activities on the basis of ability to pay and nor are they unreasonably restricted in any other way.

Throughout each year, Thera Trust's trustees track progress of the strategic plan which delivers our strategic direction. The content of this report sets out how the Group achieved its objectives last year.

Trustees of Thera Trust promote the purposes of the charity in a number of ways, noting that this is in their role as trustees of the

² Thera Trust's charitable objects are for the public benefit and are "the relief of persons with a learning disability, their families and carers by the provision of support services including services in the support of residential, respite and other suitable forms of care, education and work opportunities and to promote public awareness of the needs of such persons and to give support to their families" and "the promotion of the effective use of charitable resources for the benefit of the public by the provision of services to organisations involved in the relief of persons with learning disabilities, their families and carers." and "the company can do all other things that are incidental or conducive to its objects or any of them."

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

parent company of a charitable group of companies. As well as talking about Thera, they:

- ✓ Ensure company articles provide for:
 - a) company members with lived experience of learning disability
 - b) paid and unpaid directors with lived experience of learning disability
- ✓ Maintain and govern a group structure to enable the engagement of local boards and leaders more directly with beneficiaries and their local communities
- ✓ Promote control and involvement by beneficiaries of their local company through company membership
- ✓ Appoint paid and unpaid directors with lived experience of learning disability to the Thera Trust and subsidiary company boards
- ✓ Set a strategic direction for the Group's activities which focusses on and responds to the interests of beneficiaries rather than organisational targets
- ✓ Employ staff with lived experience of learning disability
- ✓ Encourage peer review of the quality of Thera's work
- ✓ Provide social investment grants in support existing and future beneficiaries and of charitable activities
- ✓ Undertake fundraising activities for the benefit of beneficiaries either generally or for specific projects
- ✓ Promote communication internally and externally that is as accessible as possible to those with lived experience of learning disability

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

- ✓ Maintain and develop a governance and policy structure that promotes the charity's objects
- ✓ Undertake activities designed to promote the interests of people with a learning disability in government and in wider society



Thera Supports People with a Learning Disability

support

As of 31 March, 2023, Thera was providing support to over 3,200 people with a learning disability (31 March, 2022– around 3,260) across the UK.

The range of Thera's work is described in its Social Impact Framework. Our independently assessed 7th Social Impact Report was published during the year and we were really pleased that Thera retained the top scoring of 1 for both Social Impact and Financial Confidence. These ratings are based on an assessment, by Investing for Good, of over 200 impact and financial criteria using 'The Good Analyst' methodology.

At the time of writing, our 8th report (for 2022-23) was being finalised, showing Thera's performance against this framework. Work is also ongoing to develop a new social impact framework, which has been co-produced with staff members across Thera Group, based on hundreds of contributions from families and people we support about what really matters to them. This will be developed ready to begin implementation in April 2024. Copies of our annual social impact

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

reports, and the new social impact framework when it is launched, can be viewed online at <https://www.thera.co.uk/investors>.

Each year, we hear stories from people we work for. They range from ‘big’ to ‘small’ events, but all are significant in that person’s life and make a real difference to them. They show people achieving goals and dreams, making choices, navigating changes and leading their lives as valued citizens in their local community. Some of their stories are included throughout this report and illustrate the work that Thera does and the impact that we have in people’s lives.



Thera and Covid-19

Last year’s report contained extensive comment on the impact of, and Thera’s response to Covid-19 during continued restrictions to daily life.

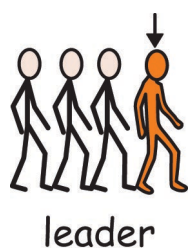
People with a learning disability are amongst those across the country who are more susceptible to the impact of Covid-19. During 2022-23, as life returned to a “new normal”, Thera’s ongoing work continued during the year with the aim of supporting vulnerable people with a learning disability not only to continue to keep safe but also to start to return to their daily activities, meeting friends and returning to their longer term plans.

Despite the easing of restrictions, the very significant disruption to the country’s workforce meant that operational challenges actually worsened. Existing staff, already exhausted, found themselves

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2023**

further challenged as recruitment and retention worsened. For the first time, Thera had to resort to the widespread use of temporary (agency) workers

Our Covid-19 Steering Group stopped its activities and individual parts of the Group started to address the specific post-Covid-19 challenges to their specific area of work



Promoting People's Place in Society

Thera promotes the leadership abilities of people with a learning disability by employing them in senior roles within the organisation and offering them membership of their local Thera company. Thera also aims to support people to have a voice as citizens.

Lee has been supported by Thera North for a number of years. When he joined the first Our Futures planning event back in 2018/19, he was very shy and would only speak via his support worker. When lockdown hit, being able to interact online suited Lee and he gradually began showing his talkative side.

As we came out of lockdown, Thera North held a picnic in the park. Lee came along and was able to catch up with some of the friends he had been seeing online. He enjoyed the cricket and other sports on the day and was invited to join an events committee to help organise a Thera North sports day in summer 2022.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

Lee got involved with the committee meetings, building on the confidence he gained online. As his confidence grew, he co-presented the sports day awards, giving out prizes and standing up in front of everyone! In January 2023, he volunteered to present at the Thera North staff awards, handing out awards alongside the Managing Director and helping take photos of the day. He is now first in line to join the committee for next year's sports day!

Through his day-to-day life and committee experience, Lee is now much more comfortable in a group of people and in speaking up for himself. This has enabled him to be a more active company member and to share his opinions in meetings to influence how Thera North is managed. He has also built a network of friendships, which has enabled him to invite more people to join his circle of support and to be part of shaping his person-centred plan. Next, he is exploring other voluntary and paid work opportunities to build on the skills he has gained.

An update from Helena Frewin, Service Quality Director for Thera East Midlands:

“My particular focus over this last year has been how to increase the number of our company members, finding different ways to connect with people we support, staff and family carers, enabling them to have a say in how their company is led, how we can engage with more people, as well as giving people a voice, and by listening and

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

responding to what they are telling us. This year we have again increased our company members. However, we are aware that more needs to be done next year to ensure that current members still wish to be involved as well as encouraging new members.

Therefore, I along with others, have been discussing the need to re-energise company membership. It was agreed that we need a better understanding of what people want from their company membership and how we can deliver this.

I have been spending time with our new Head of Governance, discussing the recruitment of a non-executive director who has lived experience of a learning disability. We have been exploring the best way of being able to support that person and looking at accessibility of board meetings and reports.

‘RESTORE2™ Mini’ has been developed to give support workers and those providing direct support the confidence to trust themselves when they see soft signs of illness. This training will help them to communicate valid signs of a person’s changing or declining health to medical professionals.

‘STOMP’ is a national project helping to stop the overuse of psychotropic medicines. People with a learning disability, autism, or both are more likely to be given these medicines than other people. ‘STOMP’ is about helping people to stay well and have a good quality of life. As a super trainer, I have delivered three ‘Restore2 Mini’ and

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

‘STOMP’ training sessions in 2022, training 26 people in total, and delivered one session so far in 2023.

This has been a productive year supporting many initiatives, and I am delighted to have had the opportunity to continue to work with a wider group of people from across the Thera Group once more - as well as working with the amazing team within Thera East Midlands.”³

Tom started with The Quality Company as a Quality Assessor and over time he has gained skills and confidence in this role. He is a much-valued member of the team. Changes to our ways of working in recent years have meant everyone needs to develop new skills and sometimes this means stepping outside of their comfort zone. Tom has worked with our Quality Coordinator, Jackie, to build his leadership skills. Jackie has helped Tom to learn about how to chair effective meetings. Jackie has guided Tom with how to set agendas and how to make sure that meetings stay on track and have agreed actions as an outcome.

Tom recently chaired an on-line meeting for his colleagues and showed that he can manage a meeting in a way that is inclusive. He gave everyone the chance to speak and have their voices heard. He introduced the meeting and gave everyone the opportunity to introduce themselves. He used an ice-breaker exercise to get everyone talking and made sure all of the points on the agenda were

³ Edited from Thera East Midlands’ report

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2023**

covered and actions agreed. Tom has come a long way during his time at The Quality Company and he has developed new skills and demonstrated he has considerable potential for taking on more roles involving leadership. We are proud to support him on his journey. We will be working with Tom and considering other opportunities he might like to explore to use his skills and broaden his experience.



Individual (Direct) Support – Supporting People to Have a Great Life!

This is the main area of Thera's work. We aim to support people to achieve their ambitions, increase their independence and social / personal well-being with support in many aspects of their day-to-day lives, helping them to maintain a tenancy and build circles and networks of support in their local community.

Much of this aspect of Thera's work is intensive 24-hour support, to people with complex support needs, in their own homes and alongside them in their local communities. The impact of Thera's support sometimes seems only to be small steps but, over the longer term, great strides are evident.

Thera supports, helps, and encourages people in developing a range of practical life skills, to take an active part in their local community, in employment, education, hobbies and interests, for short breaks and on holiday. Thera also supports people who want only a small

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

amount of support from us, as one part of their overall network of family, friends and support.

Throughout 2022-23 we gradually saw the full range of our activities resume. With the removal of restrictions that were in place during the pandemic we have been able to support people to be part of their community again.

Retention and recruitment of staff was a massive operational challenge during the year. Significant changes in the profile of the workforce have been seen since the Covid-19 pandemic with higher turnover and vacancy rates across our sector. This resulted in the widespread use of temporary (agency) workers in individual Thera Companies to ensure people continued to receive their day to day care and support. Nevertheless, our dedicated workforce have worked tirelessly to minimise the impact to beneficiaries and to make sure people remained safe and received the consistent support they expect. Significant work has been undertaken to develop our people and culture strategy to respond to the changed workforce challenges and opportunities and to develop our ability to enable our staff to provide great support and deliver Thera's vision.

'Richie' is a gentleman in his mid-fifties who lives at home with his mum. He has enjoyed attending a local 'day centre' all day, five days a week, his entire adult life. 'Richie' enjoyed the structure this gave his days and enjoyed the activities there, as he is an active outgoing

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

person. However, when Covid-19 struck, the building was closed, with no alternative support for 'Richie'.

During the lockdown, 'Richie' was spending most of his time at home. He missed the opportunity to socialise with his friends, build confidence and gain new experiences. 'Richie' lost some of his confidence and self-esteem, becoming anxious and depressed, and eventually stopped leaving his home altogether.

Thera (Scotland) began to support 'Richie' in April, 2022. Initially support was introduced slowly in 'Richie's' own home to enable him to forge trusting relationships with his new support staff. Once this was established, 'Richie' began going back out exploring the world once more. Thera's support staff made some links with people and places he used to know and 'Richie' returned to his old voluntary work group where many of his old friends also volunteered.

The volunteering became a weekly routine that helped bring 'Richie' some continuity and stability. With the flexibility created by not always being at the same place in a 'day centre', 'Richie' could begin to do other things, like wall climbing, rollerball and hill walking. He joined a walking group, which allowed him to meet up with his friend every week. As time went on 'Richie' was back getting out every day and life was looking good, with 'Richie's' confidence and self-esteem improving again.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2023**

‘Richie’ and his circle of support then started thinking about where he lived. ‘Richie’ currently lived with his mum who was getting older and ‘Richie’ was also keen to leave the family home and gain more independence. At the beginning of December, 2022, ‘Richie’ was introduced to a house that might suit him. The house had its own front and back gardens and was in a perfect location for him. ‘Richie’s’ mother agreed that it was perfect for ‘Richie’ and he was delighted with it – he couldn’t wait to move in!

Whilst the arrangements were being made, ‘Richie’ began to incorporate visits to his new home into his days, whilst still keeping up his regular volunteering and meeting with his friends. He chose items for his new home, as well as deciding what he wanted to take from his current place, so he could set it up just the way he wanted.

‘Richie’ has also got his first car so that he can get out and about with his staff team, giving him more new experiences and adventures to enjoy. The plan was for him to move in early summer 2023, with increasing support from the Thera (Scotland) team as he gets used to living away from mum. He is very close to his mum and so they are already planning trips to visit each other as soon as he is settled in, and ‘Richie’ is clear that she is welcome to visit any time!⁴

⁴ Edited from Thera (Scotland)’s annual report

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

RESTORE2™ Mini training and STOMP - A Project

Thera Trust received funding from NHS England to deliver a training project across England to paid and unpaid carers. The training consists of RESTORE2™ Mini and STOMP.

RESTORE2™ Mini helps carers to communicate with health professionals about the early soft signs of an individual becoming unwell. It is aimed at getting the right help for the person they support sooner and building carers' confidence in communicating with health professionals.

STOMP raises awareness of the risks of over-medication and promotes a more holistic approach through positive behaviour support. It builds carers' confidence to request medication reviews and question the medication an individual they support receives.

"My mission is to save more people with a learning disability from passing away unnecessarily who could have been saved if there was a tool that could help people spot the soft signs of change at an early stage.

Using a model of co-creation, this project involved an accessible version of the materials and training session to self-advocates (people with a learning disability), so that they could also speak up for themselves and their health needs more.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

We continue to get interest in this project from various organisations across health and social care. I am pleased that the legacy of this training will continue through the network of super trainers we have created and the e-learning module we will shortly be launching.

I would like to thank NHS England for funding this project and I would like to thank everyone within Thera for the hard work and continued support they have given in making this project a success.”

Andrew Bright, Project Lead

Group Lead Director – Quality and Involvement, Thera Trust

In the period between February – December 2022, we trained 675 people, including over 500 Thera Group staff members, with an estimated 530 people with a learning disability benefitting from the tools and lessons shared with their families and staff teams.

We are proud to report that 70% of regular training sessions were co-delivered by someone with lived experience of a learning disability and we received the following feedback:

“Having a trainer with a lived experience of a learning disability “made it more poignant and easier to understand.”

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2023**



employment

Employment, Training and Social Enterprises

Unity Works Social Enterprises supports people with a learning disability with training and support into, and in, work. This includes working through its social enterprises – catering, gardening, warehousing and distribution, in addition to working alongside a number of Further Education colleges to support young people of 19-25 years to progress from vocational courses into employment. As well as its work in London, Unity Works' experience and expertise is now being shared more widely across the Group and they are developing tools to help other Thera companies support people into work.

Other supported employment programmes operate elsewhere in the Group.

Levi was really keen to get a job in a café, so in January 2023 her Community Support Leader helped her to write a simple CV and drop it into local cafes.

They spent time in the cafes to help Levi think about where she wanted to work and what the role involved. She was then offered a work trial and was supported to attend this. The trial was a success and she started working there in February, doing a two-hour shift on a voluntary basis, to enable her to build her skills in a real café environment.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2023**

Initially, her support team were working alongside her in the café to help her learn the role, and then they would just sit in the café so they were nearby when needed. As her confidence grew more, she decided she didn't need them there at all anymore. They now support her to travel there and then she works there herself, as one of the team.

Next, she wants to build up her skills and confidence to travel to work independently.⁵

Ashley is part of Thera East Anglia's Supported Employment programme, taking in training and coaching to achieve his employment goals.

In August, 2022, his Thera Job Coach accompanied him to the Cambridge Guildhall Recruitment Fair to speak to potential organisations and look for part time employment opportunities.

It was here that they spoke with the HR Manager at a local garden centre and discussed Ashley's journey so far with the Supported Employment programme. They advised Ashley that they were currently advertising for a part time Kitchen Porter role and invited

⁵ Edited from Thera South West's annual report

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

him to an informal interview and trial shift to further explore the support he might need within the workplace.

In September, Ashley attended the informal interview with the HR Manager and the Front of House Manager. *“I was feeling very calm before my interview, as they were so friendly in our chat at the Recruitment Fair and my Job Coach helped me write down and prepare for some questions that might come up”*. He was then offered a trial shift the following week.

From there, the Garden Centre offered Ashley the role to start in October, with his Job Coach accompanying him on his first two shifts to complete his Health and Safety training as well as to ensure that he settled into his new role.

“Having his Job Coach by his side throughout that initial meeting, interview and training made for a smooth start to Ashley’s employment with us”, said the HR Manager. *“It’s helpful to have someone on hand who can highlight why certain things may need to be tweaked to ensure Ashley is more comfortable in the workplace, these things are minor, but without this support and feedback it is likely that Ashley may not have been happy within the role”*.

With the help of an incredibly supportive and encouraging manager, as well as his hard-working team, Ashley has managed to get stuck in and become part of the Garden Centre family. He has even been offered the opportunity to start training on Front of House in the near

REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2023

future – something which he is excited about. *“My favourite thing about the job is being with the team and getting on with everyone. I have made new friends for life and the people I work with look out for me if I ever get stuck, especially when it is busy. I’ve learnt it’s not a sprint, but a marathon and I will get there!”*⁶



business

Supporting Entrepreneurs



Thera supports people with a learning disability to set up their own business or community project, and we are applying skills learned from our Dolphins’ Den project to new initiatives elsewhere in the Group.

“My nan Jacqueline become very unwell in the past few years, We were sadly told she would need 24-hour care and she could have weeks to live. We were introduced to the palliative care team where she spent her last few weeks cared for by a brilliant team of nurses and doctors.

Sadly, nan passed away aged 76, in the early hours of Father’s Day 2021. However, I am delighted to announce I will be taking part in a charity fundraiser in her memory where all the funds raised will be donated to the hospice that cared for her.”

--'Mark'

⁶ Edited from Thera East Anglia’s annual report

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2023**

Having had the idea to organise a fundraising event, 'Mark' spoke to his support team to see if they could help him. He went on a walk with a staff member to plan the route and made posters to display at the park on the day. He held meetings, made the arrangements for the day and invited lots of people to join him.

When the day finally came, around 20 people joined 'Mark' for the walk. 'Mark' ensured that everyone set off at the right time in groups and they joined together again at the end. There, he released a balloon in memory of his nan.

All together, they raised over £700 and 'Mark' said he was really proud when he saw the impact he had had. So much so that he's already organising another walk for 2023!⁷

People supported by Ansar Projects in Greater Manchester have formed the Ansar Champions of Excellence (ACE) group and have set up a number of projects and community initiatives in the past few years. They pursued their interest in environmental issues with a visit to a recycling centre in autumn 2022.

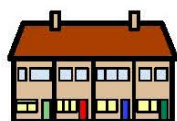
After the visit, 'Ahmed' was concerned that people may not always be recycling properly so, with the support of his staff member, he created a video that told people what to recycle and how to do it. This

⁷ Edited from The Camden Society's annual report

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2023**

included writing the script, sourcing props and planning the filming. The finished film was shared on Ansar's Facebook page and by the recycling centre, where it had positive feedback about how it will help people recycle more.

The ACE team have also continued the work on the greenhouse project which started in 2021. After fundraising efforts in the previous year, they were able to get a greenhouse up in May 2022 and enjoyed their first crop of fruit and vegetables in the summer. They also received a visit from the National Garden Scheme, who donated some funds to the project, and received a plaque, which now has pride of place in the greenhouse. People have been very busy getting everything ready for the Spring/Summer 2023 planting season and have said they are excited to be growing things and share these with others supported by Ansar Projects.⁸



housing

Housing Support

Forward Housing provides a housing brokerage service to help people with a learning disability find somewhere to live. We work with a number of housing associations and other housing providers to help people find a place of their own.

⁸ Edited from Ansar Projects' annual report

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

In addition, Forward Housing own, lease, and adapt property for people with a learning disability who are finding it difficult to find a house suitable to meet their specific needs.

Thera also provides support to people to move on from residential care accommodation to become tenants either in situ or in alternative accommodation.

Alison and Chloe are both in their 20s and live in Loughborough. In 2021, Alison wanted to move out of her family home and Chloe was living in a shared house that was no longer working for her. When they met, Alison and Chloe hit it off immediately and agreed that they would be happy living together.

Both Alison and Chloe use a wheelchair and have a variety of health and care needs, so they would need to live somewhere that was well adapted to them, including hoist and tracking and accessible bathing facilities. Chloe, Alison and their parents worked with The Camden Society and Forward Housing to find the right house in the town.

In the autumn, they found a detached four-bedroom bungalow in a quiet area, but with ready access to local transport and shops. The inside layout was cramped, so it needed redesigning, which was achieved with the expertise of Forward Housing in consultation with Occupational Therapy services, Alison, Chloe, their support team and families.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

The interior was knocked through to create a spacious open plan lounge/kitchen/diner which is fully accessible throughout, with hoisting and tracking for Alison.

Both ladies now have their own bedroom with en-suite and a level-access shower. They have created an activity and craft corner in the living room and built extra storage in for both wheelchairs, Chloe's tricycle and other personal items.

Completing the renovations over the winter, the house was ready a few months later and Chloe and Alison moved in at the beginning of April 2022. They have both settled into their new home really well and have put a lot of time and energy into making it their own, with pictures and photos on all the walls. Chloe is often very busy producing pictures and decorations for the house as they like to decorate each month to reflect the season/time of year!

Alison's parents were very anxious about the move due to bad experiences with other services in the past but have told the staff that they now have total confidence in them and the support they provide.

Both ladies enjoy getting out and about, as well as spending time in the garden and socialising with friends and family. They both love parties, so birthdays, holidays, anniversaries of their move

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2023**

etc. are a regular excuse to celebrate, with family and friends all coming round to share the fun!⁹



Financial Advocacy and Corporate Appointeeship

Dosh provides specialist, person-centred financial advocacy and support to manage individual budgets and direct payments as well as corporate appointeeship services to individuals.

Jean had to move in a hurry after problems at her previous house. In a new house, with a new support team, she was surrounded by borrowed things as no-one knew where her belongings were. She told her new Dosh Financial Advocate and support team how she missed her things but did not know where they were being kept.

Her Advocate did some research and found that some payments were for storage costs. Jean was unfortunately not well, so they knew that they needed to do something sooner rather than later. Liaising with the support team and social worker, and digging through paperwork, they eventually found the storage unit. After a bit of negotiating with the company to explain Dosh's role, Jean's Advocate was able to regain access.

⁹ Edited from Forward Housing's annual report

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2023**

Her support team were able to bring her things to her new house and said she was delighted when she was reunited with them. When she saw her chair, she said, *“I had one of them in my old flat,”* and she told her baby doll, *“I missed you, where have you been?”*

Finding the storage unit saved Jean money from ongoing storage costs and buying new items, but more importantly, it was the sentimental value of the things she thought were gone. Having her things back has helped her to settle into her new place and enjoy life – her advocate continues to visit her regularly and says she makes her laugh every time she visits:

“It reminds you why we talk to the people we support and listen to them, as this is what meant we knew she had those things and she also missed them.”

John has lived independently for most of his life, until recent ill health meant he needed a little more support. He moved house and Dosh began to support him with his money.

When he moved in, he had a bank account that had to be accessed in branch in another town, costing him a £40 round trip to get any cash. His Dosh Financial Advocate supported him to open an account that he could access in his town and helped him set a weekly budget so that he had regular access to spending money to do the things he enjoys.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2023**

John works with his Financial Advocate through regular meetings to manage his budget and is happy to be able to delegate tasks he doesn't enjoy like 'computer shopping' to save him traipsing round too many shops. Now, he can walk into town, get his money out and go for a coffee and cake in the local café each week – his favourite thing to do! This flexibility with when and where he can access money helps him to be more independent and in control of his finances.

As well as his day-to-day spending and online shopping, John's Financial Advocate supports him to make bigger purchases. John's brother sadly passed away recently, and John decided that he wanted to buy the headstone for his brother's grave and to make plans to be buried alongside his brother in due course. His Financial Advocate worked with John, his support team and local companies to make the necessary arrangements. This planning has enabled John to use his money for what is important to him, giving John peace of mind for his own future and helping him to lay his brother to rest.¹⁰



Quality Assurance

The Quality Company provides peer quality reviews of formal care and support. These are carried out by Quality Assessors with a learning disability supported by Quality Partners. A written report is

¹⁰ Edited from Dosh's annual report

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

provided to the person themselves and to their care and support provider.



Michelle Mansfield is the executive chairperson of The Quality Company. Michelle has lived experience of learning disability:

“This is my second year as Executive Chairperson of The Quality Company Limited. We are now emerging from the pandemic and getting back to business as usual. I would like to thank all members of staff and members of the Board for their ongoing support and hard work to make The Quality Company a success.

We have continued to support our staff through a focused Staff Development Plan that is monitored through our Board meetings. This has allowed staff to develop their skills and gain confidence. We are also supporting regular Makaton training for all members of the team to make sure that everyone is included when communicating during Quality Checks.

We have explored the use of technology to identify which products are easiest for staff to use. We have been working with our colleagues in IT to try out equipment to make sure it meets our needs. We will be rolling out new equipment this year.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2023**

We have continued our project looking at day opportunities and the support people have in the community. A series of workshops have taken place exploring people's hopes and dreams.

We have successfully recruited and inducted two new Non-Executive Directors to The Quality Company. They have brought new skills and experience as well as good ideas to the Board. Our ambition for this year is to recruit a person with lived experience of having a learning disability to the Board.

We continue to face challenges with regard to recruitment and, although we have made some progress, we know this needs to be an ongoing priority.

We remain committed to our aims to promote The Quality Company and raise our profile both within the Thera Group and within the wider social care sector.

I am excited about the year ahead and looking forward to taking our plans forward for the next year. ¹¹



Community Capacity Building

Thera works to build the capacity and capability of people's communities to be accepting and involving of their neighbours.

¹¹ Edited from The Quality Company's annual report

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

Equal Futures support the creation of lasting relationships for people with a learning disability to live an equal life. They support the facilitation of circles of support around individuals along with their family. Gig Buddies exists to tackle social isolation for people with a learning disability.

Other companies in the Group also undertake work and specific projects aimed at community capacity. The Thrive Project is being created to provide alternative options within communities for people with a Learning Disability who may currently be in receipt of building based support.

David is a man in his 60's who lives in his own home. After his father passed away, he and his mum moved nearer to his sister in 2007 and then David moved into his own place in 2015, with some support. David has enjoyed the independence of his own home; however, he has diabetes which causes difficulties, in particular with walking, and so he isn't able to get out and about and only has contact with his sister and mum.

David's sister Marjory was put in touch with Equal Futures, who were able to match David with a volunteer befriender called Brian. Marjory tells us about the impact on David's life:

"Oh my goodness! What a difference it's made to David! David still has to learn what having a friend is all about, but he's beginning to!"

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

For the first time in his life, he was able to send a Christmas card to *"my friend"!... They watch things on tv, have a chat, (which is making David talk), and Brian's always thinking of ways to include David like buying him a lovely set of Dominoes for Christmas! David looks forward to Brian's visits and makes him a cheese toastie for lunch and then Brian does the dishes!*

*It's something that David has, on his own, without Mum and Big Sis... it's about him learning to communicate with someone else, in a way he's never done before. It's all work in progress... David is still housebound, but hopefully, when the weather is better, there's the possibility of Brian going out for a walk or to a local cafe with David in his electric wheelchair.*¹²

Gig Buddies is a project that enables people with additional support needs to get out to more events they love. We do this by pairing members to like-minded volunteers who share the same interests. This could be music, theatre, cinema, sport, it's whatever your 'gig' is!

Here's what coming to TRNSMT meant to Don:

"This is the best thing I've done for ages. I want to go out and enjoy myself, instead of being stuck in the house all the time. The times my support work doesn't allow me to do something like this. I usually only get support until 10pm. My support finishes at a certain time, and for

¹² Edited from Equal Futures' annual report

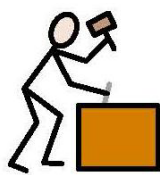
THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

what I want to do, they can't do it. Gig Buddies helps me do what I want to do. Gig Buddies has the time for what I want to do. That means a lot to me. Today I went to TRNSMT, and I feel fantastic."

We asked Kev how being part of Gig Buddies helped him to access the festival:

"It's helped me an awful lot, I've made a lot of friends. I don't feel like I'd be able to do that without gig buddies. With my mental health problems I just never wanted to leave the house, and if it wasn't for Gig buddies I don't know where I'd be now. Gig Buddies aren't just friends, they're family. They've helped me through a lot."



role

The Role of Thera Trust

Thera Trust is the parent charitable company of the Thera Group. It has several distinct roles:

- ✓ The guardian of Thera's Vision and philosophy
- ✓ As a registered charity overseeing the Group's charitable activities and resources
- ✓ The governing parent company of the other 31 companies in the Group
- ✓ In delivery of special charitable projects, research and co-ordination of group-wide fundraising
- ✓ In the provision of social investment grants to organisations and individuals

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

- ✓ A provider of central support functions to the Group

In its registered charity role, Thera Trust must fulfil its charitable objectives as set out in its governing document, operates for the public benefit and complies with charity law and uses its charitable resources in the best interests of its beneficiaries.

Thera Trust also provides support and advice to subsidiary companies offering people with a learning disability company membership of their local Thera company, in line with Thera's Vision. Andrew Bright and Sara Danby, recently appointed Lead Directors of Quality and Involvement for Thera Trust, provide mentoring to Thera's paid executive directors with lived experience of learning disability in their leadership roles, as well as to the increasing number of non-executive directors with similar lived experience. Andrew and Sara have shared some of their priorities within their first year in the bullet points below:

- ✓ *“Getting to know more about Service Quality Directors and their Executive Assistants. To be able to work effectively and positively, we will need to know about each person's:*
 - *development needs*
 - *what support they need from us*
 - *about their relationships both between each other and with their Managing Director, Board and Chairperson*

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

- *how they currently meet together as a leadership team and how they might want that to look in the future*
 - ✓ *Learn what priorities each company has and what part Service Quality Directors play in that. This will mean us spending time learning about annual company plans and priorities*
 - ✓ *Meet with Managing Directors and Service Quality Directors to learn about their working relationships and priorities.*
 - ✓ *Supporting companies in the recruitment of Service Quality Director vacant posts and will be reviewing the induction and ongoing learning and development of Service Quality Directors and Executive Assistants.*
 - ✓ *Working closely with Service Quality Directors and the Company Membership Committee on the further development of Company Membership across the Thera Group.*
 - ✓ *Pending time with key stakeholders from across the Thera Group to consider and make plans for how we will be involved in strategies for the wider Group.”*
-

As the parent company of the Thera Group, Thera Trust has overall responsibility for a variety of governance matters including the appointment of directors to company boards, the strategic planning and monitoring of the Group and a range of regulatory responsibilities.

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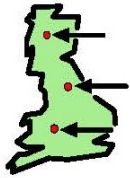
REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

Thera Trust aims to support people to have a voice as citizens and increasingly leads a range of specific charitable activities and projects. Thera Trust also leads the Group's fundraising efforts, drawing on skills and experience in other companies in the Group. We seek to influence and make a difference generally for people with a learning disability both locally and nationally.

Thera Trust also provides a range of specialist corporate functions to companies across the Group and can also provide services directly to individuals with a learning disability, such as payroll services to individuals who wish to employ their own staff.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023



location

Where Thera Works

During 2022-23, Thera companies continued to support people in many parts of England, in South Wales, in South East Scotland and the Highlands.

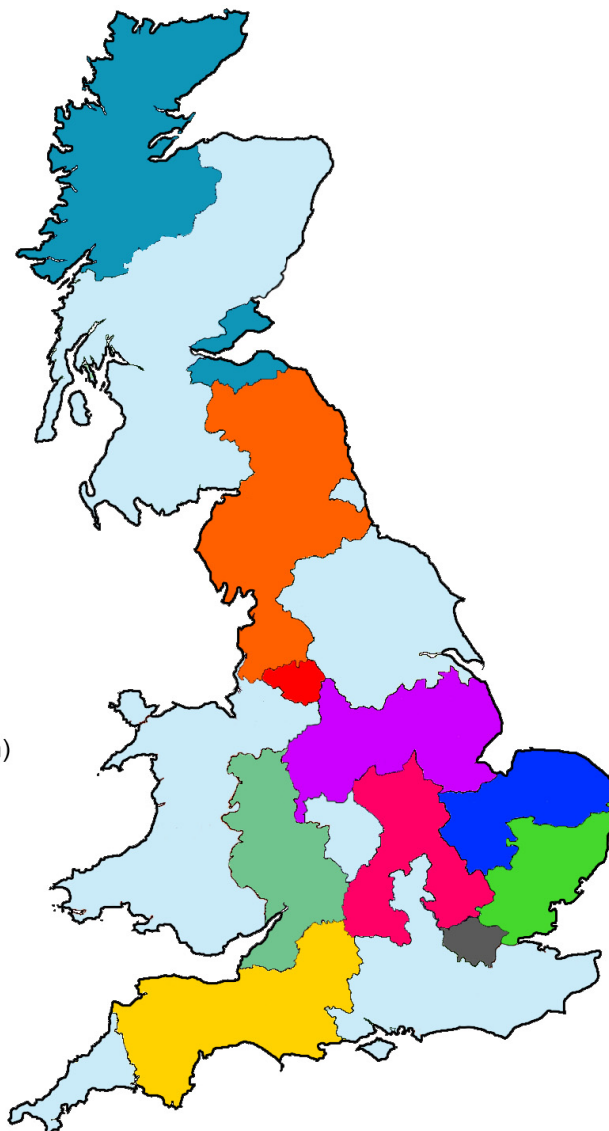
This map shows the areas that Thera covers:

Key

- Ansar Projects
- Aspire
- Thera East
- Thera East Anglia
- Thera East Midlands
- Thera North
- Thera (Scotland)
- Thera South West
- The Camden Society
- The Camden Society (London)

Specialist companies

Dosh
Equal Futures
Forward Housing
The Quality Company
Unity Works Social Enterprises



REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023



People with a Learning Disability Help Direct and Manage Thera

People who are supported by Thera have a lot of influence on how their Thera regional company is directed and managed, as well as leading the design and delivery of their own support.

People can be company members of their local Thera company, as can families / carers and staff; they are then consulted on a range of important issues that affect the organisation. Company members can also elect an independent director to represent their views on their local company board.

Andrew Feather, Independent Director for Thera East Anglia, says:

“As the board’s independent director, elected by the company members, I attend quarterly face-to-face meetings and a company AGM. These meetings provide company members, a mix of people we support, their families / carers, and staff, with an opportunity to raise issues that are important to them. Those issues can either be taken to the Thera East Anglia board or to the Company Membership Committee if that is more appropriate. I also regular visit the places where Thera East Anglia provides support to people, working closely with the Service Quality Director, so that we can ensure that as many people as possible can have a say in how the company is run.

I make sure that company members have the chance to give input on the company’s annual plans, so that our overarching strategy delivers

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

on areas that really matter to people. Alongside this we are creating a dedicated space on our board meeting agenda to encourage company members to raise concerns or seek answers to particular questions.”

In addition, people with a learning disability are employed as paid executive directors and in a number of other posts across the Group. Directors with a learning disability are responsible for overseeing the quality of the work that Thera undertakes.

25

25

Thera is 25 Years Old!

After the year end, in July 2023, we celebrated Thera’s 25th anniversary! Staff at Thera Trust celebrated the day with tea/coffee and cake, whilst each of our local companies have organised parties over the last few months to coincide with other events they had planned.

We also released a series of resources to help people promote the milestone occasion, including flags, stickers, Microsoft Teams backgrounds and email signatures!

To further build on The Life of Thera, Thera’s historical archive, we have also been collecting stories from people across the organisation and to help ensure Thera’s founding principles continue to guide the organisation as it grows.

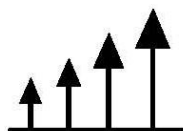
THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

Thera Trust was incorporated on 6 July 1998, as a not-for-profit company limited by guarantee and having no share capital. Thera started trading in August 1998, supporting five people in Cambridgeshire. Thera was registered as a charity on 18 January 2002.

The company was established under a Memorandum of Association which established its objects and powers and is now governed under an updated set of Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1. The total number of such guarantees at 31 March, 2023 was 12 (31 March, 2022: 12).

There are 31 Thera Companies!



growth

As Thera has grown and developed, it has set up a group structure to continue supporting people through a number of smaller, locally focused subsidiary companies as well as with specialist services delivered through national companies. This means that the boards of individual companies are able to govern their company taking decisions which are aligned to the needs and wishes of their specific beneficiaries and customers, involving people with a learning disability in the direction and management of their local company and engaging closely with the local communities in which they work.

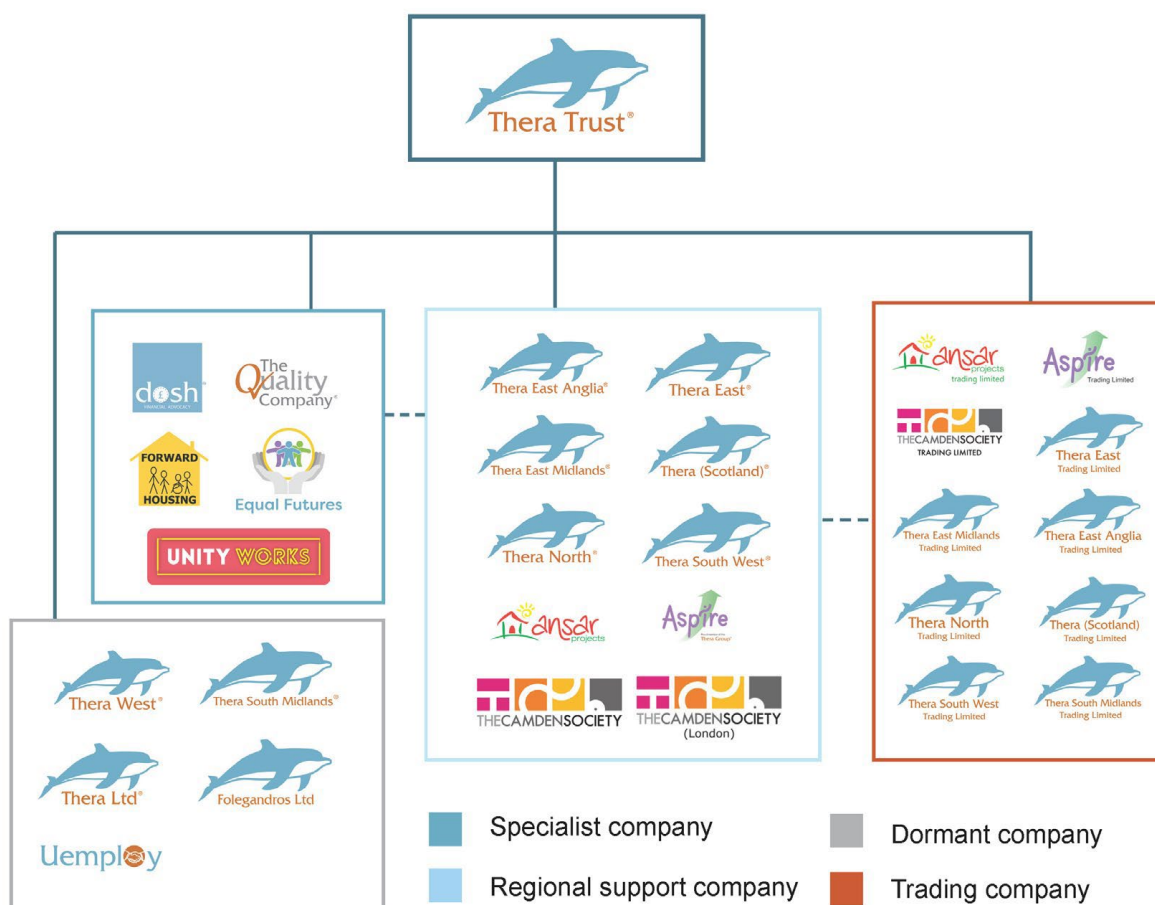
These company boards are supported by the Head of Governance, who assists them with the recruitment, induction and training of non-

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT)

year ended 31 March, 2023

executive directors and provides advice and guidance to ensure those boards can operate effectively. Details of each individual company's activities and money can be found in their respective annual reports and accounts.



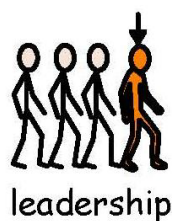
Previous annual reports have set out the history of each of the companies as part of the Group's development.

Following a review of dormant companies currently in the Group and once final accounting entries were made, Kimolos has been struck

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

off from the Register of Companies. We anticipate that Thera West, Thera South Midlands, Folegandros and Uemploy will also be struck off in the coming year.



leadership

Leadership by People with a Learning Disability

Each regional company within the Thera Group has a paid Service Quality Director post on its board or senior management team, responsible for monitoring quality assurance and the design of new types of work as well as representing the views of people with a learning disability on the board and elsewhere and ensuring their influence on the organisation's decisions. These are paid executive roles.

Each Service Quality Director is expected to bring their experience of having a learning disability to the way the board leads the organisation. There are now posts for thirteen paid / remunerated directors with a learning disability across the Group. Some of Thera's specialist companies are also now considering such roles.

Other companies within the Group are also structured to ensure significant involvement of people with a learning disability as members, shareholders, directors, and staff.

In August, 2022, we said goodbye to the longstanding Service Quality Director for Thera South West who took up a role in one of Thera's other company's.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

This was an opportunity for the regional company to consider the qualities, skills and experience it would need in its next Service Quality Director and they are now in the position of actively looking to recruit.

In November, one of our longest serving Service Quality Directors, Andrew Bright, was successful in his application for a new director role within Thera Trust:

Thera North subsequently embarked on a recruitment process with interviews taking place in February. They are looking to have a new Service Quality Director in post early in April 2023.

“It was sad to have announced that in November, that I was waving a fond goodbye to my role as Service Quality Director for Thera North after 16 wonderful years. I was so fond of being able to see the individuals supported in Thera North grow in confidence which was wonderful to experience and see.”

Andrew Bright

Group Lead Director, Quality and Involvement

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023



staff

Thera Employs Good Staff

At the end of the year, the Thera Group employed almost 3,100 staff (31 March, 2022 - 3,100), the majority of whom are support workers.

Our staff are the most important part of Thera and we take considerable pride in their achievements, their dedication, and the level of commitment they make every day in delivering high quality support to people. Individual Thera companies have continued to invest in staff by offering first class support, training and development, ensuring that they are capable and motivated to meet the needs of our beneficiaries.

As befits an organisation with Thera's Vision, we are committed to ensuring that all job applicants and employees are treated fairly and valued regardless of gender, disability, race, age, marital status, sexual orientation, religion, colour, ethnic or national origin. We value diversity and social inclusion across all our activities and our recruitment process ensures that all applicants have equal opportunity for employment within the Group.



A number of companies in the Group have achieved the status of a Disability Confident Employer, which recognises that our systems and processes are adapted to encourage the recruitment of staff with a disability and to support them in work.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

As well as the now established staff awards scheme, which are under the control of our Employee Consultative Councils in several companies, individual companies continue to explore further initiatives such as long service awards. Thera Trust has continued to maintain its support of these schemes with a £50,000 annual investment.



Company News from 2022-23

Annual reports necessarily highlight key events, achievements, themes, and organisational matters. We should not though forget that, on a day to day basis, Thera now supports around 3,200 people with almost 3,100 staff. It remains the case that almost 6,300 people therefore rely on the organisation directly in one form or another; not counting people's families and community stakeholders! This is the core of what we do as you can read from the many stories from people we support and members of staff included throughout this report as well as in our Social Impact Report, individual company reports and through our various social media channels.

Further news and stories can be found in the reports of each individual company.



Thera's Money

Thera's accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

Thera's Articles of Association, applicable law, and the requirements of the 'Accounting and Reporting by Charities, Statement of Recommended Practice' and FRS102.

For the first time in three years, Thera's money in 2022-23 wasn't dominated by the effects of Covid-19, with only minimal Covid-19 income and expenditure being received and spent. There was some recovery in activity and overall turnover has increased.

Thera's income in 2022-23 still continued to come largely from contracts with local authorities or NHS organisations. Contract income from these public bodies is largely on an individual basis, although the extent to which people with a learning disability themselves have a say in how their local authority spends money on their behalf varies considerably across the country. A limited amount of income continues to come directly from individuals supported by Thera, who are taking advantage of the control that Direct Payments and Individual Budgets gives them. Rental income again increased, reflecting largely annual rent reviews rather than, this year, any material increase in the number of investment properties provided by Forward Housing.

Group incoming resources in 2022-23 were £+81.4m. (2021-22 £+78.5m.). Despite a reduction in exceptional income, there was an overall increase in income which reflects the change in the number and profile of people supported. Exceptional Covid-19 related income

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

of £+0.4m. (2021-22 £+2.8m.) covered exceptional Covid-19 costs of £-0.3m. (2021-22 £-2.6m.).

During the year, the Group made a deficit on its charitable activities of £-2.7m. (2021-22 £+0.8m.), before net exceptional costs of £-456k (2021-22 net exceptional income £+129k). As a result, the Group made a net loss before changes in the value of investments and pensions of £-3.1m. The majority of this loss was attributable to disruption in the workforce reported earlier and the necessary widespread use of temporary agency workers. In addition, there was some impact on income and costs from an increase in the number of vacant tenancies where Thera supports people as many local authorities did not return to pre-Covid-19 levels of commissioning. There was a gap between cost inflation, particularly in relation to staff costs to ensure the Group's ability to improve recruitment and retention, and price inflation from local authority customers.

The Trustees undertook a review of the value of its leasehold and freehold property, which indicated an increase in value across all properties of £+0.3m.

Actuarial gains on defined benefit pension schemes were £+0.7m.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

As a result of all of the above, the Group's reserves at the year end were reduced by a net £-2.2m. EBITDA¹³ (before exceptional items) was £-1.6m. (2021-22 £+1.9m.).

Several companies in the Group - The Camden Society, Aspire Living, Equal Futures, Unity Works Social Enterprises and Forward Housing - are registered charities in their own right. Other than Forward Housing, each had reduced success in local fundraising activities, the details of which are reported separately in their respective reports and accounts.

Net charitable income and reserves are applied by Thera to the benefit of people with a learning disability through the Group's wider charitable objectives. This may be through support to smaller companies in the Group or specific charitable projects. During the year, trustees again made a number of monetary grants to individuals to meet specific requests for financial support. Trustees have also maintained the discretionary fund to reward individual members of staff who demonstrate a particular contribution to the Charity's objectives.

Details of the results for each of our subsidiary companies can be found in note 15 to the accounts later in this document and in their individual separately published accounts.

¹³ Covenant EBITDA – earnings before interest, tax, depreciation and amortization and exceptional costs, which measures the company's operating performance, calculated here in line with Thera Trust bond terms and conditions.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2023**



investor

Investor Support

We're really pleased to continue to be supported by a range of individual and institutional investors and we continue to be grateful to all those organisations and individuals who have supported Thera by investing in our bonds.

After the year end, in October, 2023, we launched our fifth charity bond, again with the valued support of Triodos Bank, in due course.

In particular, we are grateful to Rathbone (Unit Trust Management), Rathbone Greenbank, Bridge House Estates, CAF Venturesome, Treebeard Trust, Big Society Capital, Tuixen Foundation and The Rafael Trust for their invaluable continued support, alongside many individual investors.

In addition to funds remaining from our charity bond issues in 2018 and 2020 and funds expected from the launch of the new bond, we continue to have access to funding under our agreement with Cheyne Capital made available from their Social Impact Property Fund. These funds, along with charity bond funds, will continue to provide substantial opportunity for Forward Housing to make property available to individuals supported by other Thera companies with a consequent impact on turnover and trading surplus.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

During the year, these funds allowed the development of three properties at a cost of £193k in the existing portfolio of properties, for people with a learning disability.



money

Reserves

The overall results for 2022-23 had a negative impact on the Group's reserves. Net assets at 31 March, 2023 were £+11.6m. (31 March 2022 £+13.8m.). Thera's reserves were made up as follows:

	£,000
Unrestricted Reserves (incl. Re-Valuation Reserve)	11,168
Designated Reserves	9
Restricted Reserves	453
Total Reserves at 31 March, 2023	11,630



cash

Cash and Working Capital

At the year end, net current assets were £+3.2m. (31 March, 2022 £+11.3m.). This decrease reflects that the 2018 bond is now included in current liabilities as it is due to be repaid at 31st March 2024.

Operating cash decreased by £-1.2m. (2021-22 £+0.3m.) reflecting both the reduced overall trading results and reduced Covid-19 funding compared to the previous year. Overall cash therefore decreased

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

over the year by £-2.4m (2021-22 decrease of £-2.0m.) for the reasons outlined above.

Thera's Treasury Management Policy allows only ethical investment of cash balances in money market deposits, UK commercial paper or bonds or sterling certificates of deposit. Thus far monies have only been held on deposit given in particular the uncertainties present through the period of Covid-19.



Thera Uses its Money Well

Reserves Policy

Thera's Reserves Policy is for the Group's overall reserves to be neither too big nor too small and to be sufficient to meet the needs both of the whole Group and of individual companies within it.

Thera's reserves policy is based on an internal assessment of Group risk adjusted free reserves ("RAFR"). The policy assesses working capital adjusted for collectability of debtors, non-payment of creditors and cash available from financing against fixed assets and investments.

The policy aims to have RAFR equivalent to at least 3 months of budgeted Group turnover. For the year ending March 2024, based on budget turnover, RAFR should be £22.9m.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

Charity free reserves reduced substantially in the year due to the trading performance and were £+11.2 m. (2022 £+13.4m.). RAFR were calculated at £+14.7 m. at the year end. (£+17.7m.). Reserves need to increase by £5.6 m. (2022 £1.3m.) to meet the requirements of the policy.

In addition, Thera Trust's own charitable free reserves (cash at bank) were £1.3m at the year-end (31 March 2022 £+3.5m.). The charity's own free reserves are important because they emphasise Thera Trust's ability to be able to support individual entities or specific charitable activities.

The updated Reserves Policy continues to allow Thera to:

- ✓ Continue to fulfil its charitable objectives
- ✓ Pay for emergencies and other events that it cannot plan for
- ✓ Make sure that there is flexibility in the running of the Group and for its development
- ✓ Provide money to pay for one-off things, such as grants to people
- ✓ Show to customers that the Group is financially strong
- ✓ Provide support to companies in the Group, or who wish to join the Group, should this be necessary
- ✓ Enable, alongside performance against financial covenants, the Group to redeem bond obligations in 2024 and 2026

It was expected that Thera's reserves would increase in future years such that the RAFR target would be met by March, 2024. However,

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2023

financial performance in 2023-24 is materially behind budget and this target will not be met.

Trustees have had regard to the above, and current and future year's budget and financial performance, as well as undertaking scenario modelling, and have reviewed material risks and uncertainties in determining that the accounts should be prepared on a going concern basis. As ever for social care providers, a material uncertainty is the level of funding, largely through price inflation, that local authority and NHS commissioners will agree in future years.

Whilst there appear to be some improvements in the availability of staff increases in staff costs remain above the level of price inflation being achieved exacerbated by the continuing use of temporary (agency) staff in some parts of the Group into 2023-24. This will keep continued pressure on Thera's ability to meet its reserves policy.

Several companies in the Group have a negative balance sheet. These have arisen in general as a result of the operational challenges reported above.

In light of the risks outlined above and elsewhere in this report, in order to continue to provide working capital support to these companies, trustees are planning to increase Thera Trust's charitable free reserves by expanding existing financing facilities and broadening the range of such facilities as well as reviewing the

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

potential for cash generation from property sales. The trustees remain confident that the Group's balance sheet is strong enough to generate sufficient additional working capital in the short term to support these companies on a going concern basis.

Now that the restrictions from Covid-19 have eased, commissioning activity by local authorities is returning to some level of normality. It is still expected that companies will support more people in the future allowing balance sheet deficits to be eliminated over time. In the case of regional companies in this position, these will be a specific focus for development activity in the years ahead. Alternatively, Thera Trust will continue to support financially those entities which provide necessarily loss-making services to its beneficiaries.



finance

Financial Covenants

Thera had an obligation to perform positively against three key financial covenants. The following table shows that in the year to 31 March 2023, Thera met one of the two covenants. Further details can be found on the investors page of our website.

	Target	Performance
Net Asset Cover	130%	235%
Interest Cover (EBITDA)	300%	-275%

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

After the year end, bondholders approved the removal of penalty interest on the 2020 bond in respect of 2022-23 and future years.

However, as a result of the breach of the the EBITDA covenant, up to £150 k penalty interest will be paid to investors in the 2018 bond at the end of December 2023.



investment

Social Investment Policy

Thera Trust's Social Investment Policy allows Thera:

- ✓ To make social investment by way of loan and grant of contracts in accordance with the strategy of Thera Trust for providing services to individuals with a learning disability, their families and carers associated with the Thera Group
- ✓ To make loans and grants available to companies within the Thera Group
- ✓ To make programme related investments by way of grants or loans to organisations outside of the Thera Group

During the year, Thera committed to support the continued development of its smaller and charitable subsidiary companies with working capital as necessary in line with funding agreements within the Group and in line with this policy.

In particular, Thera Trust once again made social investment grants to The Quality Company, Equal Futures, and to Unity Works Social

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

Enterprises, recognising their activities are specifically to advance Thera's charitable objectives.



Pensions Liability

The valuation of the Social Housing Pension Scheme in the year to March, 2022 saw an improvement in the defined benefit liability. In the year to March, 2023 however, a combination of factors led to a slight deterioration in the defined benefit liability. High discount rates and lower inflation assumptions were more than offset by weakened asset performance. As a result, the net pension liability for this scheme has increased from £-253k to £-312k.

Annual additional deficit contributions continue to be made in line with a plan set by the Scheme's actuary.

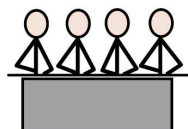
A number of Thera companies participate in the Local Government Pension Scheme ("LGPS") for staff who have transferred under TUPE regulations. In all but one case, liabilities are effectively underwritten by the relevant local authority. In the remaining case, an employer-specific valuation is available, setting out the assets and liabilities attributable to Thera.

Changes have improved the scheme from a deficit of £-692k to a surplus of £+125k.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

The combined liability of these two schemes reduces Group reserves negatively £-0.2 m.



directors

Thera's Directors (Trustees)

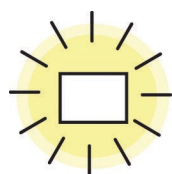
Members of the board of directors, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report, are shown in the company information at the start of this report and accounts.

Thera Group is run by a team of executive trustees, each equally responsible for the overall strategic direction and performance of the organisation and one of whom has a learning disability. This structure serves our philosophy. It enables the director with a learning disability properly to say that they are at the top of the organisation and accountable directly to company members and beneficiaries. They are treated equally to colleague executive directors in terms of status and pay and have an equal status around the board table as an executive without their voice being filtered, and the equal team structures means that the leadership of the organisation is not represented by a single figurehead. There is no clearer demonstration of Thera's Vision and its commitment to it, both internally and externally. The status of the director with a learning disability in this structure provides leadership example, confidence and ambition for other directors with a learning disability across the Group and more widely, and also provides a clear focus for the cohesion of Thera's culture.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2023**

In addition, but less importantly, we recognise that the equal team has now effectively become an integral part of Thera's brand.

New Thera Directors



new

Our Group Maturity Plan is designed to strengthen the governance and leadership arrangements of the organisation. This includes recruitment and development of more non-executive directors / trustees as well as empowering individual boards and their companies towards greater independence within the group structure.

During the year board activity consisted of a mix of face to face and hybrid or online meetings.

Across the Group, our various boards can accommodate almost 100 unremunerated directors. We are constantly therefore on the look-out for non-executive directors / trustees to maintain the effective governance of the Group. We have continued to recruit both nationally and locally for directors / trustees, including people with a learning disability who wish to be unremunerated directors. In 2022-23, we welcomed 7 new unpaid non-executive directors / trustees, who have increased the wide range of skills on our company boards.

We value the often unsung contribution that unpaid directors / trustees make to the governance and leadership of the Group for the benefit of the people we support and in the interests of our staff.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

The Chairpersons from Thera's companies met both face to face and online during the year to share news and ideas about good governance, board development and organisational strategy. This forum continues to be invaluable for developing the maturity and communications of an increasingly complex group and as a support network for individual chairmen.



Thera makes sure that it has Good Directors

Recruitment, Induction and Training of Trustees and Directors - Nominations Committee.



The Nominations Committee consists of two non-executive and two executive trustees. Its primary role is to manage and monitor the appointment of directors (both executive and non-executive) across the Group.

New directors and trustees are recruited through a process of open and fair recruitment. Recruitment follows a formal interview with existing directors / trustees, people supported by the organisation and members of staff.

In the coming year, directors, trustees and senior leaders will attend a strengthened in-person induction to ensure they know the organisation and its Vision, the context in which it operates, the role that boards play and their legal responsibilities. This induction event

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

is supplemented by a series of online induction bitesize sessions, and a more specific company induction, which together give our directors a good understanding of the Thera Group and their own company.

All directors and trustees are subject to references and DBS checks.

The Articles of Association of Thera Trust state that the Board shall comprise a minimum of four and a maximum of fifteen directors; of which there shall be a minimum of one executive director and a maximum of five. The executive directors and the non-executive directors must each include at least one person with a learning disability. A similar expectation is placed on the boards of other operating companies in the Group.

The Board continues to monitor its contingent and long-term succession plans, in particular for the Group Executive Team. Chairmen and boards of subsidiary companies are encouraged to ensure that succession plans are in place for their board and senior management teams also.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023



pay

Unremunerated Directors Decide About Directors' Pay and About Thera's Pensions



pension

Remuneration and Pensions Committee

The Committee consists of three non-executive directors, who independently determine the remuneration of executive directors of Thera Trust and of Thera's subsidiary companies. In its remuneration policy, the Committee takes account of good practice guidelines in setting executive pay, including the principles set out in the NCVO's April 2014 report on Charity Senior Executive Pay.

The Committee's approach recognises Thera's unique approach to leadership, and the equal executive team structure working at the top of the Group in line with Thera's Vision. In setting the remuneration of the Group's executive team, the Committee takes account of the breadth of its leadership roles, their professional and functional responsibilities and their shared responsibility for the overall strategic leadership of the organisation. These are considered against relevant and appropriate market data of group structures of comparable size and complexity, and the requirements of the organisation's strategic plan. The Committee has agreed a detailed methodology for setting pay rates and makes its decisions in the context of Thera's decisions on the pay of its entire workforce.

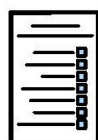
Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

The Committee determined in 2022-23 that no increases would be made for Thera Trust's directors. The detail of salaries is disclosed in Note 8 to the accounts.

The Committee also has responsibility for ensuring that Thera has in place adequate and appropriate pension arrangements for its staff, for ensuring effective consultation arrangements are in place with staff and to consider and address any potential liabilities. A report to the Committee reviewing Thera's pensions arrangements will be considered during 2023-24.

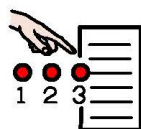
Further information on pension schemes across the Group can be found in notes 1(t) and 30 to the accounts.



check

Unremunerated Directors Check Thera's Money

Audit and Risk Committee and Auditors



audit

The Audit and Risk Committee comprises one director from the Thera Trust Board and one from a subsidiary board, an external finance professional acting in a non-executive capacity and the financial and operational advisors to the Board from amongst the Group Executive Team. There were vacancies on the Committee during the year. The Committee met four times during the year. The Committee has recommended the re-appointment of Sayer Vincent as the Group's auditors for the 2023-24 accounts.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

Imergo Limited took forward a limited internal audit programme of work during the year.



fundraising

Unremunerated Directors Help with Thera's Fund-raising

Thera Trust's fund-raising is overseen by the Fund-Raising Committee, comprising people from across the Thera Group. The Committee leads our drive to increase the amount of income earned from fund-raising and ensure high standards of fundraising activity are maintained.

During the year, Thera Group as a whole received £+0.3m (2021-22 £+0.3m.) in grants, donations and gifts-in-kind which is targeted both at specific projects and in general support of our charitable objects. This represents a 1.9 return on costs of £-167k (2021-22, £-163k).

The fund-raising climate across the UK has become increasingly challenging, with greater demand for support and reduction in funds available for organisations not specifically focused on cost-of-living response. It is expected to remain challenging for some time to come. Growth in our own fundraising is most likely to be driven by diversification of fund-raising income.

Charitable companies in the Group - Aspire Living, The Camden Society, Unity Works Social Enterprises and Equal Futures – have each undertaken their own limited fund-raising activity. They have

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

made some use of their own staff resource to do so. There was no use of any commercial participator within Thera Group.

Fund-raising is delivered in a co-ordinated and centralised manner by in-house fund-raisers. Fund-raisers are focused on trust and grant income, which represents the vast majority of group fund-raised income currently, as well as laying the foundations for development of broader public fund-raising in the future.

All fund-raisers are expected to work in line with the Fundraising Regulator's Code of Fundraising Practice, which is used as a reference point by the fund-raisers when developing any new fund-raising activity or reviewing existing activity. We have no reported compliance issues and continue to review and update policies and procedures in line with the Code to ensure that compliance remains strong. We are registered with the Fundraising Regulator.

We do not undertake door-to-door, face-to-face or direct mail fund-raising and public fund-raising in general is currently very limited. As a result, the risk of fund-raising in relation to vulnerable people is extremely limited. Fund-raisers work closely with the Thera Trust's Communications Team to ensure that fund-raising communications are easy to understand, respectful of potential donors, provide clarity about the cause and do not mislead in any way. As public fund-raising activity increases in the future, the fund-raisers are planning to develop training for volunteers and other staff across the Group to

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2023**

ensure they understand the standards we aim to uphold and what to consider when it comes to vulnerable people and fund-raising.

Trustees are not aware of any complaints in relation to fund-raising activities. We have clear processes in place as to how complaints will be handled should they arise.

Unremunerated Directors Talk with Thera's Staff



talk

Thera's Vision states "Thera will respect the rights and wishes of people at work, at home and in the community". This demonstrates an approach not only to people supported by the organisation, but also to members of staff and volunteers.

Staff are able to engage formally with the organisation as company members alongside people supported and family members and by electing representatives to a company's Employee Consultative Council, a sub-committee of their Board, providing a direct line of communication between directors and the workforce.

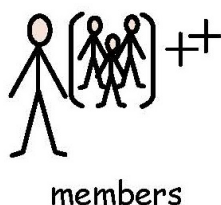
Thera has an established Employee Consultative Council structure in most companies across the Group. Employee Consultative Councils in those Thera companies are chaired by an unremunerated director and consider a range of matters relating to Thera's staff. This includes sharing important information about Thera and finding out what staff think about important decisions that may affect them or, in some cases, formal consultation processes about workforce change.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

The Employee Consultative Councils are the main formal mechanism for ensuring that Thera delivers on its philosophy of involvement in relation to its staff and meets its obligations under the Information and Consultation Regulations 2005.

People with a Learning Disability will be Members of Thera



Thera Trust's Membership Committee oversees the membership of the company in line with Thera's Articles of Association. The Committee is chaired by Matthew Smith, Group Director - Learning Disability Leadership.

Thera's founding aim was to be "an organisation directly controlled by people with a learning disability". All the main operating companies in the Group now have an active company membership comprising people with a learning disability, families / carers, and members of staff.

At 31 March, 2023, there were 80 company members of various companies across the Group. A number of companies are actively engaged in increasing the number of their company members better to ensure control by, and involvement of, the people that they support.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2023**



work together

Engagement with Key Stakeholders

Thera's approach to stakeholder engagement is built into its very structure.

- ✓ We have small local and specialist companies in order that their boards can be close to beneficiaries (people with a learning disability and their families / carers) and members of staff and can engage with the local communities in which they work.
- ✓ Directors with lived experience of learning disability meet face to face with beneficiaries and staff during the year both to assess the quality of Thera's work and also to take feedback to the board. They speak for the interests of beneficiaries around the board table.
- ✓ We promote company membership in order that our beneficiaries have a measure of control over the company that provides their support or that employs them.
- ✓ On some boards, an independent director is elected directly by company members and in that role formally represents the interests of company members and beneficiaries in general to directors.
- ✓ Employee Consultative Committees enable staff to engage directly with senior management and board directors.
- ✓ Thera Trust directors are represented on each subsidiary company board and therefore have direct contact with beneficiaries through the above mechanisms.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

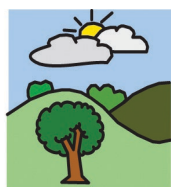
Thera is part of the Care Quality Commission's Market Oversight Scheme with regular quarterly reporting and meetings held during the year to discuss matters of mutual importance.

Subsidiary companies manage relationships locally with local authority and NHS stakeholders. This may be through provider fora or formal contract meetings.

Within the Group, boards engage with one another through the Chairs' forum and peer liaison groups as part of internal stakeholder arrangements crucial to the effective governance of the Group.

During the year, beneficiaries and staff were still involved in the appointment of executive and non-executive directors with face to face and virtual meetings, providing feedback to boards and Thera Trust's Nominations Committee. In some companies, beneficiaries and staff were directly engaged in the compilation of annual plans in meetings with board directors.

Streamlined Energy and Carbon Reporting ("SECR")



environment

Thera is committed to good environmental practices and to operating in a sustainable manner in accordance with legislative requirements. It aims to raise awareness of our impact on the environment amongst the people we support and our staff and to work in an environmentally friendly manner.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

Our policy is wholly to support and comply with, or exceed, the requirements of current environmental legislation and codes of practice.

Thera is committed to continual improvement in preventing and reducing pollution occurring from our activities, minimising waste, and ensuring the reuse and recycling of goods and materials. We aim to set and review environmental objectives and targets, minimise energy and water usage in our buildings, vehicles, and processes and to increase awareness of energy efficiency. Thera will seek to operate and maintain company vehicles with due regard to environmental issues and encourage the use of alternative means of transport and car sharing amongst our beneficiaries and our staff. As far as possible, we aim to purchase products and services that create the least damage to the environment and encourage others to do the same.

During the year, we introduced three new electric vehicles and these are being used by operational members of staff to improve our energy efficiency and reduce our greenhouse gas emissions.

We also increased hybrid working which has reduced the number of the people working in offices and means that our scope 1 and 2 heating and lighting energy use has reduced.

Through our energy procurement decisions, we are switching our energy meters to “smart” or AMR meters where possible. The

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

increased reads and resultant data allows us to more closely monitor our energy use for anomalies in consumption.

		1 April 2021 to 31 March 2022			1 April 2022 to 31 March 2023		
Consumption (kWh) and Emission (tCO2e) Totals							
Emission Type	Activity	kWh	tCO2e	% of emissions total	kWh	tCO2e	% of emissions total
Scope 1 - direct emissions	Natural Gas	462,492	84.71	17%	470,766	85.93	16%
	Vehicle fuel	353,349	83.65	17%	292,870	70.62	13%
Scope 2 - indirect emissions	Electricity	252,098	53.53	11%	407,608	78.82	14%
Scope 3 - other indirect emissions	Grey Fleet	1,125,625	276.93	56%	1,274,508	314.45	57%
TOTALS		2,193,564	498.81	100%	2,445,753	549.8	100%

		1 April 2021 to 31 March 2022	1 April 2022 to 31 March 2023
Intensity Ratio (tCO ₂ e/number of employees)			
Employees		3,500	3,066
tCO ₂ e per employee		0.14	0.18

We have used the number of employees as the base measure for the intensity ratio of carbon usage as being most representative of the size of the organisation. The resulting intensity ratio will then best reflect changes in operation and energy consumption over time. We have followed the GHG Protocol Corporate Accounting and Reporting Standard and we have used the 2019 UK Government's Conversion Factors for Company Reporting. The energy efficiency narrative methodology has been created based on energy management best practice and we have used the financial control approach for the scope of this report.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2023**



business

Related Party Transactions

Related party transactions are detailed in Note 11 to the accounts.



risk

Managing Risk

The Trustees have assessed the major risks to which Thera may be exposed through a risk management strategy, which is reviewed annually. Trustees review key and current risks at throughout the year.

Key risks which are inherent in the nature of Thera's work include the abuse or neglect of vulnerable people, a failure by one of our companies to comply with CQC fundamental standards or other regulatory requirements, or a failure to realise Thera's Vision.

All of Thera's regional care and support companies (including Aspire Living, Ansar Projects, The Camden Society and The Camden Society (London)) are registered with the Care Quality Commission (in England) or the Care Inspectorate (in Scotland). Of these, there have been four inspections across two companies in 2023 and one inspection in 2022. Of the eighteen registered companies / locations, sixteen have met or been assessed to have an overall rating of 'Good', with one company receiving an overall rating of 'Outstanding'. More recently, Thera (Scotland) has received a rating of '5 – Very Good' from the Care Inspectorate.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

The Group continues to face risk to its ability to deliver its contracts and wider charitable activities and to its financial position from problems in the wider labour market. Whilst we have seen some improvements in recruitment and retention after the balance sheet date, , these challenges continue. and the labour market remains difficult. The use of temporary (agency) workers remains a risk in to the 2023-24 financial year. The increasing costs of employing staff and the parallel lack of sufficient funding from Local Authorities has resulted in some contracts becoming loss-making. Difficult decisions to hand back contracts, including closing one operating subsidiary, have necessarily been made after the balance sheet date and further risk of this remains, albeit not to any material extent in relation to the Group's overall activities.

In addition, a secondary risk arises from similar staff shortages across local authorities, who are finding it more difficult to process invoices with a resultant delays in settlement of invoices .

In response to the above risks, the trustees are planning to strengthen working capital flexibility for the year ahead. The Group's overall balance sheet remains strong with around £8 m. of freehold property and so as well as continuing to address the underlying operational factors, trustees are broadening the range of working capital facilities available to the Group and also reviewing the potential for cash generation from property sales

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

Thera is planning to redeem its 2018 charity bond at the end of March, 2024 from a mix of charitable free reserves and re-financing through a new 2023 bond offer. At the time of writing, £2.6 m. is displayed on the Triodos Crowdfunding website, with a further £1.2 m. committed to the raise contingent on raising only a further £1.1 m. of the £5 m. from retail and / or institutional investors. With over a month of the formal raise period outstanding until final close, the trustees are advised of confidence in the remaining raise.

The social care market in which Thera operates continues to experience significant funding challenges as commissioners attempt to reconcile increasing demand within a tighter funding environment. Thera supports people with a learning disability in the main who have a substantial and critical assessed need. Accordingly, these individuals are at a much lower risk of having their support reduced because of funding challenges, with local authorities and commissioners continuing to prioritise this area of spending. Like all care and support service providers, Thera is exposed to a range of external factors that may put pressure on continuing the provision of care and support to a person with a learning disability. However, the specialist area of the market in which Thera works benefits from much lower levels of this pressure, as it is in both the commissioning body and the individual's long-term interests to maintain continuity of support, particularly of the high quality that Thera provides.

Nevertheless, whilst the volume of activity is likely to be maintained or increased, there is a risk that public sector funding constraints may

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

impact on Thera's ability to meet the increasing cost pressures in the labour market as described above.

The trustees have also identified inherent risks arising from:

- ✓ Smaller companies in the Group continuing to make a loss as a result of supporting too few people
- ✓ Continued challenges in public sector funding in the light of labour market cost inflation
- ✓ Not meeting financial covenants
- ✓ Damage to relationships with key customers
- ✓ Loss of key leadership and management
- ✓ Personnel risk and regulatory intervention either by CQC / CI or the Charity Commission
- ✓ Litigation risk especially in relation to developments in employment law
- ✓ Changes in legislation and investment performance related to pensions

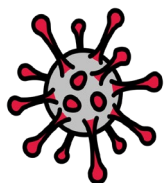
Trustees are satisfied that our companies have processes and systems in place to mitigate or minimise the incidence and impact of risks, acknowledging however that some remain outside the organisation's control. In particular, each company takes a pro-active approach to risk management and trustees / directors review current and significant risks at each of their meetings. There have been improvements made to the Organisational Risk Management Policy that now include company risks management and overall

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

organisational risk management. A toolkit has been produced which supports implementation of the policy including Risk Registers and risk identification and management tools.

Thera Trust's Health and Safety Committee and those of subsidiary companies provide the formal mechanism for Thera jointly with staff safety representatives to fulfil their obligations under health and safety legislation and in line with their Health and Safety Management System. The Thera Group Health and Safety Committee has also been reformed in 2023 to ensure group risks are monitored and managed.



COVID-19

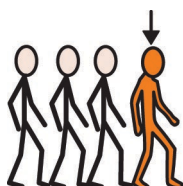
Covid-19

Covid-19 is now being treated, and responded to, as part of normal operational activity. As a result of experiences over recent years, the organisation is as prepared as possible to respond to any resurgence



later

Since the Year End



leader

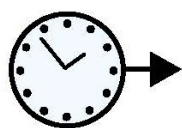
New Leaders

Since the year end, we are delighted to have made the following Managing Director appointments: Sarah Cast (Thera East), Estelle Christmas (Thera South West), Emily Wheeler (Thera East Anglia).

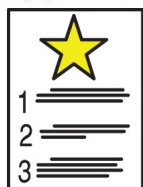
THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

We also welcomed Catherine Carter into the role of Service Quality Director for Thera North, Dr Virginia Fenton as Lead Director for The Quality Company and Ceri Lennon as our Head of People Services.



The Future



strategy

Strategic Direction

We continue to remember that our first responsibility is to the people we support, their families / carers and our staff and the coming years will continue to see us focus first and foremost on them. The trustees of Thera Trust again reviewed progress with the organisation's strategic direction in autumn, 2022. . Much of the focus over the next twelve months is likely to continue to be on ensuring the availability of sufficient skilled and experienced staff to provide day to day care, support and services to our beneficiaries.

Progress with our strategy since the end of the year has been disrupted by continued workforce challenges. In general, this has meant some further delay to certain strands of activity rather than fundamental disruption or change.

Nevertheless, we have been pleased, since the balance sheet date to have been awarded a number of new contracts in the south midlands and west of England. We are also starting to support people in North Lanarkshire. These demonstrate the continued success of our ambition to support more people in more areas.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

We will continue to use funds from charity bonds and from Cheyne Capital to provide “an ordinary house on an ordinary street” to those with a learning disability who need an adapted property in which to live. Our plans remain in place which aim to re-provide existing residential care services or otherwise inappropriate accommodation to enable individuals to take up a tenancy, some for the first time, and to live in property more suited to their needs and aspirations.



money

Thera's Money

In the light of the continued sector workforce issues outlined above, Thera's is expected to make a loss overall in 2023-24. A return to surplus is expected in 2024-25 based on supporting more people and a resultant increase in turnover. This does though assume that the cost / price inflation gap is addressed in 2024-25 with more realistic price increases from local authority customers, particularly in the light the further almost 10% increase in the national living wage from April, 2024.

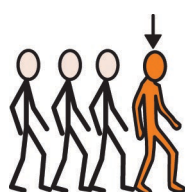
Trustees will therefore need to review the Reserves Policy and are likely to delay the date of achieving target reserves by a couple of years. Turnover in 2023-24 is nevertheless expected to exceed £90m. but covenant EBITDA for 2023-24 will again fall short of target.

Cash will continue to be invested in line with Thera's Treasury Management Policy.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

Forward Housing continues to have a healthy pipeline of demand for properties and will continue to acquire and develop property using bond funds.



leader

Group Leadership

We are pleased to announce that Ceri Lennon, Lorna Weston and Katie Winn have been offered roles on Thera Trust's Group Executive Team. They will work alongside Matthew Smith who remains on the Team. A further appointment is expected to be announced early in 2024. Jenny Garrigan and Simon Conway will leave Thera on 30th December, 2023, and Ceri, Lorna and Katie will be appointed to the Thera Trust board on 31st December, 2023. It has been agreed that Jenny and Simon will continue to support the appropriate hand-over to the new Group Executive Team for a period of time thereafter.

The trustees recognise that changes in senior leadership bring additional risk and are now acting to ensure the stability of leadership through a time of change. As part of this, a clear handover plan is being put in place to mitigate this risk and to facilitate a smooth transition.

Disclaimer

The content of this report and, in particular, the financial information and any forward-looking statements, is provided for information. Except where stated otherwise, the financial information is unaudited and may be subject to change. As a result, the information should not be relied upon to make investment or any other decisions

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2023

This section explains that the directors have told the Auditor everything they should and that they have worked within the law.

DISCLOSURE OF INFORMATION TO THE AUDITOR

Each of the persons who are directors at the time when this Directors' Report is approved under Section 418 of the Companies Act 2006 has confirmed that:

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

THERA TRUST
REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2023

This section asks the Company Members to agree that the Auditor, Sayer Vincent Limited, be chosen again as the company's Auditor.

RE-APPOINTMENT OF AUDITOR

In accordance with s.485 of the Companies Act 2006, a resolution is to be proposed at the Annual General Meeting for the reappointment of Sayer Vincent LLP as auditor of the Company.

The report of the directors and trustees, which includes the strategic report, has been approved by the trustees on 20 December, 2023 and signed on their behalf by:

Simon Conway
Trustee / Secretary

Jennifer Garrigan
Trustee

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

This page explains that the Auditor is reporting that the accounts give a true and fair view of the company and that they are put together as the law says they should be put together.

OPINION

We have audited the financial statements of Thera Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the consolidated and parent charitable company statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2023 and of the group's and parent charitable company's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

This section explains that the Auditor has audited (checked) the accounts and that they are reporting to Company Members.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent 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 Thera Trust's ability to continue as a going

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

OTHER INFORMATION

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group 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.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

This section explains that the Auditor must tell us if they are unhappy with how the directors managed the company.

The Audit report says that there is nothing bad the Auditor wishes to report to Company Members.

OPINIONS ON 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 trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit,

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

we have not identified material misstatements in the trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company 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.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

**Trustee Directors' responsibilities are explained on page 5.
This page explains that it is the Auditor's responsibility to audit (check)
the accounts as the law says they should.**

RESPONSIBILITIES OF TRUSTEE DIRECTORS

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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 group's and the parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

This page explains how the Auditor checks the accounts.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

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

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

CAPABILITY OF THE AUDIT IN DETECTING IRREGULARITIES

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, internal audit and the audit committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

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

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

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 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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.

Jonathan Orchard (Senior statutory auditor)

21 December 2023

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

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

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

You will see that this report and accounts also includes accessible information so that the directors of Thera Trust are ensuring that all Company Members, including those with a learning disability, are able to fulfil their duties in law including to receive the accounts and to appoint the directors and Auditor.

The law does not say we must provide this information, but Sayer Vincent LLP says it is in line with the statutory report and accounts.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

SUMMARY OF MONEY

For the year ended 31 March, 2023

What we have earned and what we have spent: £

Money in	81,389,860
What we spent on staff	(68,034,517)
Other money spent	(16,487,431)
Revaluation of houses	254,927
Pension valuation	708,000
Money we got in more than money we spent	<u>(2,169,161)</u>

What Thera Trust has at 31 March, 2023: £

Land, houses and buildings	1,577,416
Equipment	792,818
Investment properties	11,180,738
Stocks we own	10,825
How much cash we have in the bank	3,392,945
What we are owed by others	11,750,529
What we owe to others	<u>(17,074,927)</u>
Net amount Thera Trust has at 31 March, 2023	<u>11,630,344</u>

THERA TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(incorporating an income and expenditure account)

for the year ended 31 March 2023

		Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
	Note						
Income from:							
Donations and grants	3	122,523	197,516	320,039	199,254	55,634	254,888
Charitable activities							
Supporting people with a learning disability	4	78,471,387	391,176	78,862,563	73,323,093	483,021	73,806,114
Rental income	4	1,802,135	-	1,802,135	1,694,590	-	1,694,590
Investments		3,906	-	3,906	9,129	-	9,129
		<u>80,399,951</u>	<u>588,692</u>	<u>80,988,643</u>	<u>75,226,066</u>	<u>538,655</u>	<u>75,764,721</u>
Covid-19 exceptional income	5	401,217	-	401,217	2,771,869	-	2,771,869
Total income		<u>80,801,168</u>	<u>588,692</u>	<u>81,389,860</u>	<u>77,997,935</u>	<u>538,655</u>	<u>78,536,590</u>
Expenditure on:							
Charitable activities							
Raising funds	7	166,927	-	166,927	163,224	-	163,224
Supporting people with a learning disability	7	82,934,029	563,586	83,497,615	74,332,926	440,118	74,773,044
Exceptional items	7	569,544	-	569,544	54,976	-	54,976
		<u>83,670,500</u>	<u>563,586</u>	<u>84,234,086</u>	<u>74,551,126</u>	<u>440,118</u>	<u>74,991,244</u>
Covid-19 exceptional expenditure		287,862	-	287,862	2,588,151	-	2,588,151
Total expenditure		<u>83,958,362</u>	<u>563,586</u>	<u>84,521,948</u>	<u>77,139,277</u>	<u>440,118</u>	<u>77,579,395</u>
Net (expenditure) / income before net gains on investments		(3,157,194)	25,106	(3,132,088)	858,658	98,537	957,195
Net gains on investment properties	14	202,327	-	202,327	196,366	-	196,366
Net gains on fixed assets	13	52,600	-	52,600	-	-	-
Net (expenditure) / income for the year	6	(2,902,267)	25,106	(2,877,161)	1,055,024	98,537	1,153,561
Transfers between funds	23	-	-	-	55,539	(55,539)	-
Net income before other recognised (losses) / gains		(2,902,267)	25,106	(2,877,161)	1,110,563	42,998	1,153,561
Net actuarial gains on defined benefit pension schemes	30	708,000	-	708,000	631,000	-	631,000
Net movement in funds		(2,194,267)	25,106	(2,169,161)	1,741,563	42,998	1,784,561
Reconciliation of funds:							
Total funds brought forward		13,371,888	427,617	13,799,505	11,630,325	384,619	12,014,944
Total funds carried forward	23	<u>11,177,621</u>	<u>452,723</u>	<u>11,630,344</u>	<u>13,371,888</u>	<u>427,617</u>	<u>13,799,505</u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 23 to the financial statements.

THERA TRUST

BALANCE SHEETS

as at 31 March 2023

COMPANY REGISTRATION NUMBER 03593418

		Group		Charity	
	Note	2023 £	2022 £	2023 £	2022 £
Fixed assets:					
Tangible assets	13	2,370,234	2,432,932	1,280,237	1,345,789
Investment properties	14	11,180,738	10,785,905	-	-
Investments		-	72,868	-	-
		13,550,972	13,291,705	1,280,237	1,345,789
Current assets:					
Stocks		10,825	6,731	-	-
Debtors (including those due in more than one year)	17	11,750,529	13,489,086	24,926,909	21,794,068
Cash at bank and in hand		3,392,945	5,756,316	1,336,235	3,490,898
		15,154,299	19,252,133	26,263,144	25,284,966
Current liabilities:					
Creditors falling due within one year	19	(11,993,280)	(7,910,691)	(7,178,185)	(1,715,395)
Net current assets		3,161,019	11,341,442	19,084,959	23,569,571
Total assets less current liabilities		16,711,991	24,633,147	20,365,196	24,915,360
Long term liabilities:					
Creditors falling due after one year	21	(4,894,530)	(9,888,362)	(5,561,261)	(12,350,747)
Net assets excluding pension liability		11,817,461	14,744,785	14,803,935	12,564,613
Defined benefit pension scheme liability	30	(187,117)	(945,280)	(311,307)	(252,763)
Total net assets		11,630,344	13,799,505	14,492,628	12,311,850
Funds:					
Restricted income funds		452,723	427,617	229,175	188,963
Unrestricted income funds:					
Designated funds		9,105	13,006	9,105	13,006
Revaluation reserve		1,392,693	1,150,629	32,867	54,867
General funds		9,775,823	12,208,253	14,221,481	12,055,014
Total unrestricted funds		11,177,621	13,371,888	14,263,453	12,122,887
Total funds	23	11,630,344	13,799,505	14,492,628	12,311,850

Approved by the trustees on 20 December, 2023 and signed on their behalf by

Simon Conway
Trustee

Jennifer Garrigan
Trustee

THERA TRUST

CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended 31 March 2023

	Note	£	2023 £	£	2022 £
Net cash (used in) / provided by operating activities	24		(1,169,927)		296,519
Cash flows from investing activities:					
Proceeds from the sale of fixed assets		-		250	
Proceeds from the sale of investments		72,868		-	
Purchase of fixed assets		(294,353)		(275,567)	
Interest received		3,906		9,129	
Payments to acquire investment properties		(192,506)		(1,318,329)	
Net cash used in investing activities			(410,085)		(1,584,517)
Cash flows from financing activities:					
Repayments of borrowing		(153,725)		(74,201)	
Repayments of obligations under a finance lease		(46,217)		(51,089)	
Interest paid		(583,417)		(574,339)	
Net cash used in financing activities			(783,359)		(699,629)
Change in cash and cash equivalents in the year			(2,363,371)		(1,987,627)
Cash and cash equivalents at the beginning of the year			5,756,316		7,743,943
Cash and cash equivalents at the end of the year	25		3,392,945		5,756,316

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

1 Accounting policies

a) Statutory information

Tera Trust is a charitable company limited by guarantee and is incorporated in the United Kingdom (England and Wales). The registered office address is 134, Edmund Street, Birmingham, B3 2ES. The operating address is The West House, Alpha Court, Swingbridge Road, Grantham, NG31 7XT. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

b) Basis of preparation

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

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

These financial statements consolidate the results of the charitable company and its wholly-controlled subsidiaries ("the group") on a line by line basis. Transactions and balances between the charitable company and its subsidiaries have been eliminated from the consolidated financial statements. Balances between the companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in Sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees of the charitable company ("the Trustees") consider that there are no material uncertainties about the charitable company's ability to continue as a going concern as discussed in more detail within the Trustees' Annual Report.

The Trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Government & local authority assistance

Government assistance in the form of Coronavirus Job Retention Scheme and Job Support Schemes is recognised as income when an eligible claim has been submitted.

Other government and local authority grants are recognised at fair value when the company has entitlement after any performance conditions have been met, the receipt is probable and the amount can be measured reliably.

f) Income

All income is included in the consolidated Statement of Financial Activities (SoFA) when the Group is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Income represents contracts with Local Authorities, NHS and other organisations and individuals, to provide support to people with a learning disability, along with grants, donations, recharges and rental income.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

1 Accounting policies (continued)

g) Income (continued)

Donations

For donations to be recognised, the Group will have been notified of the amounts and the settlement date in writing unless otherwise stated in the relevant accounting policy or note. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the group and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the Group has control over the item. Fair value is determined on the basis of the value of the gift to the Group, for example the amount the Group would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' annual report.

Supporting people with a learning disability

Income from supporting people with a learning disability is recognised as income when the support is provided.

Fees for care, support and services comprise income receivable from health authorities and social services departments under contracts for the supply of care, support and services, fees receivable from individuals for domiciliary or residential care and other services to people with a learning disability.

Work is undertaken on a contractual basis and any income is recognised in accordance with the terms of the contract. In general terms, this means that income is recognised as support is provided.

Investment income

Investment income is earned through holding assets for investment purposes such as property. It may include dividends, interest or rent. It is included when the amount can be measured reliably. Interest income is recognised using the effective method and rent income is recognised as the group's right to receive payment is established.

Grants

Grants receivable are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Other income

Other income comprises charges for the provision of office accommodation, provision of management services, re-charged service costs and other sundry income.

h) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the group; this is normally upon notification of the interest paid or payable by the bank or other deposit taker.

THERA TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

1 Accounting policies (continued)

i) Fund accounting

Funds held by the group are unrestricted general funds (other than those otherwise disclosed). These are funds which can be used in accordance with the charitable objects at the discretion of the Trustees or the trustees of its charitable subsidiaries.

Restricted funds

Restricted funds represent grants and donations received which are allocated by the donor for specific purposes.

Unrestricted funds and designated funds

Unrestricted funds represent funds that are expendable at the discretion of the Trustees or the trustees of its charitable subsidiaries in the furtherance of the objects of the group. Such funds may be held in order to finance both working capital and capital investment.

Designated funds are those funds which are unrestricted in nature but which have been designated by the Trustees or the trustees of its charitable subsidiaries to be used in a particular manner.

j) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Expenditure on charitable activities
- Other expenditure represents those items not falling into the categories above

Charitable expenditure comprises those costs incurred by the group in the delivery of activities and services for its beneficiaries.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the group and include audit fees.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity comprise both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT

The group is unable to recover all of the VAT payable by it. Irrecoverable VAT is charged as a cost.

k) Taxation

Thera Trust, Forward Housing, The Camden Society, Unity Works Social Enterprises, Equal Futures and Aspire Living are exempt from income tax and capital gains tax under Section 505 ICTA1988.

l) Operating leases

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

THERA TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

1 Accounting policies (continued)

m) Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. The cost less the estimated residual value of tangible fixed assets is depreciated over their estimated useful lives as follows:

• Freehold land is not depreciated	
• Freehold buildings	2 - 4% straight line
• Leasehold buildings	Straight line over the lease term
• Leasehold improvements	Straight line over the lease term
• Office equipment	20 - 33.3% straight line
• Furniture and fittings	20 - 33.3% straight line

Where fixed assets have been revalued, any excess between the revalued amount and the historic depreciated cost of the asset will be shown as a revaluation reserve in the balance sheet.

n) Investment properties

Investment properties are included at fair value. Any gain or loss on sale or revaluation is taken to the Statement of Financial Activities. Realised gains and losses are calculated as the difference between sales proceeds and original cost. Unrealised gains and losses of the year are calculated as the difference between the fair value at the year end and the opening fair value or purchase date if later. No depreciation is charged on investment properties in accordance with the Charities SORP.

o) Investments in subsidiaries

Investments in subsidiaries are at cost.

p) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

q) Leasing and hire purchase commitments

Rentals payable under leases or hire purchase agreements are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

r) Cash at bank and in hand

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible into known amounts of cash with insignificant risk of change in value. Cash balances exclude any funds held on behalf of service users, see note 18.

s) Creditors and provisions

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

t) Financial instruments

The charitable group enters into only basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties and loans from related parties. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

1 Accounting policies (continued)

u) Financial instruments (continued)

The bonds issued by the parent charitable company included within creditors are basic financial instruments and are initially measured at the transaction value and subsequently at redemption value. The interest payable is charged as a financing cost to the Statement of Financial Activities on the date it is due for payment. The transaction costs in respect of setting up each bond are included within the balance sheet as a net adjustment to the liability and then spread over the life of the bond (after the bond is formally closed) and charged as a financing cost to the Statement of Financial Activities.

v) Pensions

Defined benefit multi-employer schemes

Thera East Midlands participates in the Nottinghamshire County Council Local Government Pension Scheme, Aspire Living participates in the Worcestershire County Council's Local Government Pension Scheme, The Camden Society participates in the Oxfordshire Pension Fund and Thera South West participates in the Wiltshire County Council's Local Government Pension Scheme. These are defined benefit schemes. Contributions to the schemes are charged against net income in the period in which they are payable. The pension charges are based on a full actuarial valuation as disclosed in the relevant note to the financial statements. Contributions for these schemes are set by a qualified Actuary.

Thera Trust participates in The Pensions Trust Social Housing Pension Scheme (DB). Thera Trust, Thera East, Thera East Anglia, Thera East Midlands, Thera North, Thera South West and the Camden Society also participate in the NHS Pension Scheme which are defined benefit schemes. Contributions to both schemes are charged against net income in the period in which they are payable. The pension charge is based on full actuarial valuations as disclosed in the relevant note to the financial statements. Contributions for the NHS Pension scheme are set by the Government Actuary.

Defined contribution schemes

Some of the Group's companies (Thera Trust, Thera North, Thera East, Thera East Anglia, Thera East Midlands, Thera (Scotland), Thera South West, Forward Housing and Dosh) participate in The Pensions Trust Ethical Fund. The scheme is a defined contribution scheme and the pension charge represents the amounts payable by each company to the fund in respect of the year.

Thera Trust and Aspire Living participate in The Pensions Trust Social Housing Pension Scheme (DC) and contributions are charged against net income in the period in which they are payable. The scheme is a defined contribution scheme and the pension charge represents the amounts payable by each company to the fund in respect of the year.

The Quality Company and The Camden Society (London) participate in the Flexible Retirement Plan TPT. The scheme is a defined contribution scheme for the benefit of its employees and the pension charge represents the amounts payable by each company to the fund in respect of the year.

Aspire Living participates in a Group Personal Pension Plan administered by Clerical Medical. The plan is a defined contribution scheme and the pension charge represents the amounts payable by the company to the fund in respect of the period.

The Camden Society previously participated in a group personal pension plan administered by AEGON. The plan was a defined contribution scheme and the pension charge represents the amounts payable by the company to the fund in respect of the period.

Equal Futures and Aspire Living Limited participate in the government's NEST pension scheme. The plan is a defined contribution scheme and the pension charge represents the amount payable by each company to the fund in respect of the period.

Some of the Group's companies (The Camden Society, The Camden Society (London), Unity Works Social Enterprises, Ansar Projects, Thera East Midlands, Thera North, Thera South West and The Quality Company) participate in The People's Pension Fund. The plan is a defined contribution scheme and the pension charge represents the amount payable by each company to the fund in respect of the period.

In 2010 Forward Living, a company limited by guarantee, which has since been struck off the register of companies, ceased to participate in The Pensions Trust Growth Plan. As a result a contingent liability was triggered amounting to £86,569 for which Thera Trust acts as guarantor.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

1 Accounting policies (continued)

w) Parent charity and financial support

An Intra-Group Agreement exists between Thera Trust and twenty seven of its subsidiaries. This Intra-Group Agreement incorporates a Funding Agreement, which allows Thera Group companies to benefit from the movement of funds around the Group. Each subsidiary, other than The Camden Society, Equal Futures and Thera Limited, has acceded to this Intra-Group Agreement with Board approval. In addition to this, Thera Trust and its subsidiaries have all individually agreed not to demand the repayment of any inter-company borrowings within twelve months of the date on which the balance sheet is signed. Any amounts due to or from Group companies that have been shown as due within one year relate to balances arising from operational activities and gift aid. A market rate of interest has been charged on balances between group companies.

2 Judgements in applying accounting policies and key sources of estimation uncertainty

The trustees of the charitable company make estimates and assumptions concerning the future. Management are also required to exercise judgement in the process of applying the charitable company's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

In preparing these financial statements, the Trustees have delegated authority to management to make the following judgements:

Group financial support

The Trustees have provided assurance to the directors of all the subsidiaries within the Thera Group that have acceded to the Intra-Group Agreement, as referred to above, that adequate financing is in place to meet the group's financing needs. This has enabled the directors of these subsidiaries to confirm that management can prepare the accounts on a going concern basis.

Even though The Camden Society and Equal Futures have not acceded to the Intra-Group Agreement, Thera Trust agrees to financially support these subsidiaries.

Leases

Management determines whether leases entered into by the company either as a lessor or a lessee are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis based on an evaluation of the terms and conditions of the arrangements, and accordingly whether the lease requires an asset and liability to be recognised in the balance sheets.

Investment properties - owned

Investment properties owned by Forward Housing, The Camden Society and Aspire Living Limited are valued based either upon vacant market possession, where appropriate, or upon the then current and future rental yields on properties where a lease to a Registered Housing Provider is currently in place.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

2 Judgements in applying accounting policies and key sources of estimation uncertainty (continued)

Recognition of leased investment properties at donated value

By way of a Framework Agreement between Touchpoint Housing (FH) S.A.R.L. (a subsidiary of Cheyne Capital), Thera Trust and Forward Housing completed in July 2015 and a variation to the Agreement effective from 31 March 2017, Forward Housing had control at 31 March, 2023, over a portfolio of 65 properties. These are by way of a 20 year, renewable lease, with the start date being the date of purchase (the earliest dates commencing in 2015) with the right to purchase at the end of the lease. These were sub-leased to Empower Housing Association, a Registered Housing Provider who granted assured tenancies in the properties to people with a learning disability.

The Trustees have reviewed the accounting treatment of this portfolio and have decided to recognise an asset on the balance sheet. The asset represents the economic benefit inherent in the sub-leases measured at fair value by the trustees on the basis of the net present value of future cashflows. The trustees will assess the fair value of the asset at each balance sheet date with changes in fair value being reflected in the Statement of Financial Activities. Changes in the fair value will be affected by the changes in the rate of the Consumer Prices Index (CPI) to which rental flows are linked.

No consideration has been granted in relation to the value of these properties, and the asset has therefore been recognised by way of a gift in the Statement of Financial Activities in the year.

Impairment of other assets

Management reviews the carrying value of all other assets for indications of impairment at each period end. If indicators of impairment exist, the carrying value of the asset is subject to further testing to determine whether its carrying value exceeds its recoverable amount. This process will usually involve the estimation of future cash flows which are likely to be generated by the asset.

Recoverability of trade debtors

Trade and other receivables are recognised to the extent that they are judged recoverable. Management reviews are performed to estimate the level of reserves required for irrecoverable debt. Provisions are made specifically against invoices where recoverability is uncertain.

Management makes allowance for doubtful debts based on an assessment of the recoverability of debtors. Allowances are applied to debtors where events or changes in circumstances indicate that the carrying amounts may not be recoverable. Management specifically analyses historical bad debts, customer creditworthiness, current economic trends and changes in customer payment terms when making a judgement to evaluate the adequacy of the provision for doubtful debts. Where the expectation is different from the original estimate, such difference will impact the carrying value of debtors and the charge in the Statement of Financial Activities.

Provisions

A provision is recognised when the company has a present legal or constructive obligation as a result of a past event for which it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. If the effect is material, provisions are determined by discounting the expected future cash flow at a rate that reflects the time value of money and the risks specific to the liability.

Whether a present obligation is probable or not requires judgment. The nature and type of risks for these provisions differ and management's judgement is applied regarding the nature and extent of obligations in deciding if an outflow of resources is probable or not.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

3 Income from donations and grants

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Donations	28,047	4,627	32,674	191,841	4,068	195,909
Grants:						
Apprenticeship levy						
Government Grant	-	26,265	26,265	-	26,498	26,498
Other property specific projects	-	1,394	1,394	-	11,674	11,674
Holiday Support Fund	-	-	-	-	9,023	9,023
Fuel Enhancement Funding	62,796	6,295	69,091	-	-	-
Other Scottish Government	16,384	27,783	44,167	-	-	-
Scottish Government -NVQ	-	43,800	43,800	-	-	-
Retention and Recruitment - Lincolnshire Grant	-	24,879	24,879	-	-	-
Fair cost of care	12,960	-	12,960	-	-	-
LB Camden Business	-	12,538	12,538	-	-	-
Inspiring Scotland WF	-	10,000	10,000	-	-	-
Drappers Trust	-	10,000	10,000	-	-	-
The National Lottery	-	10,000	10,000	-	-	-
The Rangoowala Foundation	-	9,818	9,818	-	-	-
The Cicely Northcote Trust	-	6,068	6,068	-	-	-
Townsend Trust	-	3,000	3,000	-	-	-
Other	2,336	1,049	3,385	7,413	4,371	11,784
	122,523	197,516	320,039	199,254	55,634	254,888

Included in the above is £236,036 (2022: £36,978) relating to income from Government grants.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

4 Supporting people with a learning disability

The Group received income for supporting people with a learning disability from local authorities, other organisations and individuals within the following areas shown below. In addition, rental income includes aggregate rentals receivable in relation to operating leases totalling £1,802,135 (2022: £1,694,590).

	2023 £	2022 £
East Anglia	12,742,243	12,219,678
East	13,814,489	13,590,593
East Midlands	15,430,821	14,014,453
West	6,018,124	5,976,201
South Midlands	4,193,087	4,505,583
South West	9,831,747	8,993,266
North	7,546,715	6,361,079
Scotland	3,850,259	3,567,359
London	3,965,715	3,150,194
Other	1,078,187	944,687
Supporting people with a learning disability	78,471,387	73,323,093
Rental income	1,802,135	1,694,590
Grant income	391,176	483,021
Income from charitable activities	80,664,698	75,500,704

The grant income above is restricted income in both 2023 and 2022. Included within these figures is £252,447 (2022: £423,775) relating to income from Government grants.

5 Covid-19 exceptional income

Covid-19 exceptional income of £401,217 (2022: £2,771,869) was received in 2023. Included in these figures is £401,660 (2022: £2,235,125) relating to income from Government grants.

6 Net (expenditure) / income for the year

This is stated after charging:

	2023 £	2022 £
Operating lease rentals:		
- motor vehicles	290,037	269,559
- land and buildings	1,710,924	1,505,353
External auditors remuneration (excluding VAT):		
Audit	234,135	212,850
Other services	25,550	22,150
Audit- in respect of the prior year	-	41,310
Other services - in respect of the prior year	1,370	180
Internal auditors remuneration (excluding VAT)	27,245	23,503
Depreciation of owned assets	408,858	414,062
Losses on disposal:		
Fixed assets	793	5,370

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

7 Total expenditure

The group	2023			2022		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Raising funds						
Fundraising and publicity	166,927	-	166,927	163,224	-	163,224
	<u>166,927</u>	<u>-</u>	<u>166,927</u>	<u>163,224</u>	<u>-</u>	<u>163,224</u>
Direct costs of supporting individuals						
Staff and agency costs	66,927,659	359,705	67,287,364	59,026,022	270,280	59,296,302
Property costs	2,167,199	-	2,167,199	2,344,446	-	2,344,446
Other direct costs	2,857,869	203,881	3,061,750	1,853,039	169,838	2,022,877
Support costs (below)	10,343,072	-	10,343,072	10,368,977	-	10,368,977
Governance costs (below)	638,230	-	638,230	740,442	-	740,442
	<u>82,934,029</u>	<u>563,586</u>	<u>83,497,615</u>	<u>74,332,926</u>	<u>440,118</u>	<u>74,773,044</u>
Support costs						
Staff and agency costs	5,586,082	-	5,586,082	5,456,967	-	5,456,967
Net operating cost of defined benefit pension scheme	82,000	-	82,000	100,000	-	100,000
Property costs	1,100,345	-	1,100,345	998,780	-	998,780
Depreciation	408,858	-	408,858	414,062	-	414,062
Interest payable	583,417	-	583,417	574,339	-	574,339
Other support costs	2,582,370	-	2,582,370	2,824,829	-	2,824,829
	<u>10,343,072</u>	<u>-</u>	<u>10,343,072</u>	<u>10,368,977</u>	<u>-</u>	<u>10,368,977</u>
Governance						
Staff costs	95,484	-	95,484	113,959	-	113,959
Legal and professional	481,863	-	481,863	532,796	-	532,796
Other	60,883	-	60,883	93,687	-	93,687
	<u>638,230</u>	<u>-</u>	<u>638,230</u>	<u>740,442</u>	<u>-</u>	<u>740,442</u>

Exceptional costs of £569,544 (2022: £54,976) have been incurred in 2023, £383,503 (2022: £118,097) due to employment and other costs in relation to restructuring, £186,041 (2022: (£123,121)) in relation to professional and other costs (which in 2022 includes (£130,368) in relation to an over accrual for such costs in the previous year) and in 2022 £60,000 for property costs (2023: £nil).

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

8 Directors and trustees

The Articles of Association of the charitable company state that the number of Directors must be not less than four, of whom one must be an Executive Director, and the maximum number of Directors is fourteen, of whom no more than five shall be Executive Directors, such Executive Directors to be equal in status.

During the year there were 3 Executive Directors who received aggregate remuneration and expenses as follows:

	Total remuneration £	Expenses £	Pension £	2023 Total £
Mr S Conway	110,764	17,406	12,154	140,324
Ms J Garrigan	115,956	20,366	12,091	148,413
Mr M Smith	63,385	3,827	1,901	69,113
	290,105	41,599	26,146	357,850

	Total remuneration £	Expenses £	Pension £	2022 Total £
Mrs K Boyce-Dawson	107,714	12,048	15,450	135,212
Mr S Conway	117,396	9,293	12,154	138,843
Ms J Garrigan	118,856	8,392	12,154	139,402
Mr M Smith	60,318	5,497	1,810	67,625
	404,284	35,230	41,568	481,082

Total remuneration includes salary and benefits in kind.

Executive Directors are paid an equal level of salary, adjusted only for full time or part time hours, pensions and benefits in kind, such as lease cars. The change in costs between the two years is in the main due to changes to the taxable value of lease cars and the level of expenses. The Executive Directors are considered to be the key management personnel of the charity.

During the period retirement benefits were accruing to 3 (2022: 4) Directors in respect of a defined contribution scheme.

During the period 8 Trustees (2022 - 10) received reimbursed expenses relating to travel and accommodation amounting to £43,169 (2022 - £37,938). These expenses relate to attendance at meetings of the trustees, at meetings of trustees or directors of subsidiary companies and in relation to other management activities. These amounts include the above expenses shown as payable to the Executive Directors.

The highest paid director received remuneration of £115,956 (2022: £118,856) (salary and benefits in kind). The value of the employer's contributions paid to a multi-employer defined contribution pension scheme in respect of the highest paid director amounted to £12,091 (2022: £12,154).

9 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	61,133,822	57,154,732
Redundancy and termination costs	102,203	54,750
Social security costs	5,169,226	4,515,007
Employer's contribution to defined contribution pension schemes	1,230,138	1,200,001
Employer's contribution to defined benefit pension schemes	317,128	295,591
Operating cost of defined benefit pension schemes	82,000	100,000
	68,034,517	63,320,081

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

9 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel (continued)

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2023	2022
	No.	No.
£60,000 - £69,999	12	16
£70,000 - £79,999	5	5
£80,000 - £89,999	2	-
£100,000 - £109,999	1	-

No disclosure has been made of the number of Executive Directors receiving total salaries and benefits in excess of £60,000 as their remuneration is disclosed in full in the above note.

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel for the Charity were £350,459 (2022: £496,221).

10 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 3,066 (2022: 3,130).

Staff are split across the activities of the charitable company as follows:

	2023	2022
	No.	No.
Direct and relief support work	2,984	3,042
Management and administration	82	88
	3,066	3,130

11 Related party transactions

As disclosed in note 15, Thera Trust is the parent charitable company of all of the named subsidiary entities within the Group. The result for the year, assets and liabilities at the balance sheet date, and the registered office of these entities are all disclosed in full in that note.

Balances due to and from group undertakings are also disclosed in notes 17 and 21.

The Group's subsidiaries, within their own financial statements, have taken the exemption permitted by section 33.1A of FRS 102 from disclosing transactions with other entities within the Group on the grounds that Thera Trust controls 100% of the voting rights and consolidated accounts are prepared.

As required by the SORP, Thera Trust, and its charitable subsidiaries, disclose in full transactions with other entities within the Thera Group. Due to the number of entities involved, transactions of a similar nature have been amalgamated within the table below.

The following transactions were charged / (credited) in the accounts of Thera Trust:

	2023	2022
	£	£
Management charges from Thera Trust to subsidiary undertakings	(12,989,000)	(11,998,000)
Donations under gift aid from subsidiary undertakings to Thera Trust	(132,981)	(1,172,668)
Social investment grants from Thera Trust to The Quality Company, Equal Futures, Thera East Midlands, Thera East Anglia and Unity Works Social Enterprises	409,140	403,140

Transactions with directors

There are no transactions with directors in the current or prior year.

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

12 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charitable company's trading subsidiaries gift aid available profits to the parent charitable company and therefore have no charge to corporation tax.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

13 Tangible fixed assets

The group

	Leasehold property and improvements £	Freehold land and property £	Fixtures and fittings and equipment £	Total £
Cost or revaluation				
At the start of the year	729,342	1,350,000	2,276,847	4,356,189
Additions in year	-	-	294,353	294,353
Revaluation	-	10,000	-	10,000
Disposals in year	-	-	(276,972)	(276,972)
At the end of the year	<u>729,342</u>	<u>1,360,000</u>	<u>2,294,228</u>	<u>4,383,570</u>
Depreciation				
At the start of the year	470,000	21,300	1,431,957	1,923,257
Charge for the year	41,926	21,300	345,632	408,858
Eliminated on disposal	-	-	(276,179)	(276,179)
Eliminated on revaluation	-	(42,600)	-	(42,600)
At the end of the year	<u>511,926</u>	<u>-</u>	<u>1,501,410</u>	<u>2,013,336</u>
Net book value				
At the end of the year	<u>217,416</u>	<u>1,360,000</u>	<u>792,818</u>	<u>2,370,234</u>
At the start of the year	<u>259,342</u>	<u>1,328,700</u>	<u>844,890</u>	<u>2,432,932</u>

During the year a property which previously had been classified as an investment property has been reclassified as freehold property (also see note 14 below).

The charity

	Freehold land and property £	Fixtures and fittings and equipment £	Total £
Cost or revaluation			
At the start of the year	600,000	2,001,652	2,601,652
Additions in year	-	291,060	291,060
Revaluation	(40,000)	-	(40,000)
Eliminated on disposal	-	(272,326)	(272,326)
At the end of the year	<u>560,000</u>	<u>2,020,386</u>	<u>2,580,386</u>
Depreciation			
At the start of the year	9,000	1,246,863	1,255,863
Charge for the year	9,000	325,612	334,612
Eliminated on revaluation	(18,000)	-	(18,000)
Eliminated on disposal	-	(272,326)	(272,326)
At the end of the year	<u>-</u>	<u>1,300,149</u>	<u>1,300,149</u>
Net book value			
At the end of the year	<u>560,000</u>	<u>720,237</u>	<u>1,280,237</u>
At the start of the year	<u>591,000</u>	<u>754,789</u>	<u>1,345,789</u>

Included above for the group is freehold land with an assessed value of £200,000 (2022: £150,000). This value is not depreciated in the accounts.

The historic cost equivalent of freehold land and buildings for the group included at valuation are as follows:

	2023 £	2022 £
Cost	1,639,651	1,639,651
Accumulated depreciation	(644,098)	(622,798)
At the end of the year	<u>995,553</u>	<u>1,016,853</u>

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

14 Group Investment properties

	Owned £	Leased £	2023 £	Owned £	Leased £	2022 £
Fair value at the start of the year	6,860,147	3,925,758	10,785,905	5,541,818	3,729,392	9,271,210
Additions including donations	192,506	-	192,506	1,318,329	-	1,318,329
Revaluation during the year	(338,653)	540,980	202,327	-	196,366	196,366
Fair value at the end of the year	6,714,000	4,466,738	11,180,738	6,860,147	3,925,758	10,785,905

Owned properties

In 2023, the trustees had been provided with a valuation from Jones Laing LaSalle ("JLL") Residential Advisory Team, in accordance with the current RICS Valuation – Global Standards November 2021 (effective from 31 January 2022), which incorporates the IVS, published by the Royal Institution of Chartered Surveyors, and the RICS Valuation – Global Standards 2017 – UK national supplement (the RICS Red Book) of the properties that it owns. This valuation was at market value as at 31st March, 2023. The valuation was based either on the then current and future rental yields on properties where an under-lease to a Registered Housing Provider is currently in place, assuming good and marketable title free from onerous or unusual restrictions, covenants or encumbrances not covered by appropriate insurances, long term CPI of 2% and leases, where in place, formally registered with HM Land Registry or, where appropriate, upon vacant market possession. All of the investment properties owned by the charity are located within the United Kingdom. The majority of these properties are held for use in operating leases. No properties were identified for future sale at the year end (2022: none).

Leased properties

Some properties are leased by the charity and then under-let to a Registered Housing Provider. There is an economic benefit inherent in certain leases granted on these properties measured at fair value over their extended lifetime. This has given rise to a re-valuation of that benefit at the year-end.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

15 Investments

Group - Controlled subsidiary undertakings

The parent charitable company controlled the following companies and charitable companies:

Company		Country of registration or incorporation	Company Registration Number	Charity Number
Ansar Projects Limited	Limited by guarantee	England and Wales	11904307	
Ansar Projects Trading Limited *	Limited by guarantee	England and Wales	10695377	
Aspire Living Limited	Limited by guarantee	England and Wales	02720295	1024904
Aspire Living Trading Limited *	Limited by guarantee	England and Wales	10695243	
Dosh Limited	Limited by guarantee	England and Wales	06337548	
Equal Futures	Limited by guarantee	Scotland	SC 238588	SC 033799
Folegandros Limited **	Limited company	England and Wales	07191526	
Forward Housing	Limited by guarantee	England and Wales	03821702	1078391
The Camden Society	Limited by guarantee	England and Wales	03023588	1044693
The Camden Society (London) Limited	Limited by guarantee	England and Wales	11484012	
The Camden Society Trading Limited	Limited by guarantee	England and Wales	10695786	
The Quality Company Limited	Limited by guarantee	England and Wales	12591280	
Tera (Scotland)	Limited by guarantee	England and Wales	SC 322014	
Tera (Scotland) Trading Limited *	Limited by guarantee	Scotland	SC 561756	
Tera East	Limited by guarantee	England and Wales	06795987	
Tera East Anglia	Limited by guarantee	England and Wales	05566295	
Tera East Anglia Trading Limited *	Limited by guarantee	England and Wales	10695759	
Tera East Midlands	Limited by guarantee	England and Wales	05566293	
Tera East Midlands Trading Limited	Limited by guarantee	England and Wales	10695501	
Tera East Trading Limited *	Limited by guarantee	England and Wales	10695595	
Tera Limited *	Limited by guarantee	England and Wales	04999446	
Tera North	Limited by guarantee	England and Wales	05343088	
Tera North Trading Limited	Limited by guarantee	England and Wales	10695651	
Tera South Midlands **	Limited by guarantee	England and Wales	08667106	
Tera South Midlands Trading Limited	Limited by guarantee	England and Wales	10695744	
Tera South West	Limited by guarantee	England and Wales	06797328	
Tera South West Trading Limited *	Limited by guarantee	England and Wales	10695690	
Tera West **	Limited by guarantee	England and Wales	05852926	
Uemploy Limited * & **	Limited by guarantee	England and Wales	08114936	
Unity Works Social Enterprises Limited	Limited by guarantee	England and Wales	11338498	1185113

Entities above marked with an asterisk * were dormant and did not trade during the year.

Entities above marked with an asterisk ** were dormant at 31.3.23 and an application has been made for the companies to be struck of the register of companies.

The registered office address for the majority of Tera companies including dormant and trading companies is 134 Edmund Street, Birmingham, B3 2ES, the exceptions being:

- Tera Scotland, Tera (Scotland) Trading and Equal Futures - Melrose House, 69a George Street, Edinburgh, EH2 2JG

The active subsidiaries are controlled by the parent charitable company and undertake a range of activities in fulfilment of the Group's charitable objects. Where the subsidiary is in a net asset position, the directors of the subsidiary have determined in each case that the taxable surplus of the subsidiary for the year be gift aided to the parent charitable company.

The aggregate amount of capital and reserves and the results of the subsidiary undertakings for the last relevant financial year were as set out below. The figures are gross, before any consolidation adjustment. Any group entity not shown in the tables had no income, expenditure, assets or liabilities to report:

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

15 Investments (continued)

	Income £	Expenditure £	(Deficit) / surplus for the year £	Gift Aid and other transfers £
Ansar Projects	3,175,700	(3,293,526)	(117,826)	-
Aspire Living Limited	6,155,271	(7,041,354)	(886,083)	-
Dosh Limited	1,106,064	(1,143,927)	(37,863)	-
Folegandros (formerly Ansar Projects Limited)	-	(3,403)	(3,403)	3,451
Equal Futures	161,192	(201,609)	(40,417)	-
Forward Housing	2,176,259	(2,275,570)	(99,311)	-
The Camden Society	6,411,314	(6,946,790)	(535,476)	-
The Camden Society (London) Limited	1,647,073	(1,715,031)	(67,958)	-
The Camden Society Trading	510,779	(510,779)	-	-
The Quality Company Limited	336,419	(263,202)	73,217	73,217
Tera East	13,946,368	(15,014,130)	(1,067,762)	(426,243)
Tera East Anglia	12,844,595	(12,526,791)	317,804	317,804
Tera East Midlands	16,374,487	(16,915,536)	(541,049)	-
Tera East Midlands Trading	11,782,889	(11,782,889)	-	-
Tera North	5,148,586	(5,277,269)	(128,683)	-
Tera North Trading	406,593	(406,593)	-	-
Tera (Scotland)	3,866,643	(4,381,547)	(514,904)	-
Tera South Midlands	-	-	-	-
Tera South Midlands Trading	2,096,326	(2,096,326)	-	-
Tera South West	9,927,261	(10,319,520)	(392,259)	-
Tera West	3,381	(35)	3,346	164,752
Uemploy Limited	-	105,887	105,887	-
Unity Works Social Enterprises limited	1,827,454	(2,111,669)	(284,215)	-

	Assets £	Liabilities £	Capital and reserves £
Ansar Projects	653,127	(828,013)	(174,886)
Aspire Living Limited	2,305,336	(1,413,911)	891,425
Dosh Limited	85,026	(901,636)	(816,610)
Equal Futures	31,707	(88,606)	(56,899)
Folegandros	-	-	-
Forward Housing	11,056,864	(6,756,523)	4,300,341
The Camden Society	1,471,674	(3,375,474)	(1,903,800)
The Camden Society (London) Limited	87,531	(497,874)	(410,343)
The Camden Society Trading	128,284	(128,284)	-
The Quality Company Limited	76,632	(76,632)	-
Tera East	2,932,907	(3,574,426)	(641,519)
Tera East Anglia	2,144,807	(2,144,807)	-
Tera East Midlands	585,848	(1,965,395)	(1,379,547)
Tera East Midlands Trading	1,967,577	(1,967,577)	-
Tera North	671,194	(915,919)	(244,725)
Tera North Trading	151,564	(151,564)	-
Tera (Scotland)	460,426	(1,809,357)	(1,348,931)
Tera South Midlands	-	-	-
Tera South Midlands Trading	411,110	(411,110)	-
Tera South West	918,429	(1,388,663)	(470,234)
Tera West	-	-	-
Uemploy Limited	-	-	-
Unity Works Social Enterprises Limited	253,277	(859,833)	(606,556)

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

16 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2023 £	2022 £
Gross income	14,176,679	14,080,294
Total expenditure on charitable activities	(10,535,640)	(9,648,740)
Costs of raising funds	(640,031)	(721,070)
Governance costs	(638,230)	(740,442)
Remeasurement (loss) gain on defined benefit pension scheme	(160,000)	442,000
Net loss on revaluation of fixed assets	(22,000)	-
Net income	2,180,778	3,412,042
Total funds brought forward	12,311,850	8,899,808
Total funds	14,492,628	12,311,850

Gross income is inclusive of donations made under gift aid of £132,981 (2022: £1,172,668) from its subsidiaries, as detailed in note 15.

17 Debtors

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Due after more than one year				
Amounts owed from group undertakings	-	-	24,139,044	21,176,828
Due within one year				
Operational debtors	6,269,900	6,314,125	87,173	106,334
Other debtors	618,927	875,287	39,505	63,370
Prepayments and accrued income	4,861,702	6,299,674	661,187	447,536
	11,750,529	13,489,086	24,926,909	21,794,068

18 Cash at bank

At the balance sheet date, Dosh Limited acting as appointee, court approved deputy or other approved representative, held funds on behalf of people with a learning disability supported by Dosh Limited in a separate general account amounting to £13,182 (2022: 27,648) and in individual accounts amounting to £18,103,688 (2022: £16,846,573). These funds have not been included as assets or liabilities of the company.

19 Creditors: amounts falling due within one year

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Overdraft and bank loans	678,383	754,879	678,383	815,771
Other loans	4,894,604	-	4,894,604	-
Amounts due under finance leases	22,110	46,328	22,110	46,328
Operational creditors	1,149,909	910,647	558,070	367,959
Taxation and social security	1,721,282	1,656,244	186,581	149,797
Other creditors	1,153,724	1,242,009	14,997	21,188
Amounts due to group undertakings	-	-	426,243	-
Accruals and deferred income	2,373,268	3,300,584	397,197	314,352
	11,993,280	7,910,691	7,178,185	1,715,395

20 Group deferred income

Group deferred income comprises payments in advance of services.

	2023 £	2022 £
Balance at the beginning of the year	686,689	377,489
Amount released to income in the year	(686,689)	(377,489)
Amount deferred in the year	88,379	686,689
Balance at the end of the year	88,379	686,689

Thera Trust

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

21 Creditors: amounts falling due after one year

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Bank loans	-	60,207	-	60,207
Other loans	4,894,530	9,806,156	4,894,530	9,806,156
Amounts due under finance leases	-	21,999	-	21,999
Amounts due to group undertakings	-	-	666,731	2,462,385
	4,894,530	9,888,362	5,561,261	12,350,747

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Loan maturity analysis				
Within one year	5,572,987	754,879	5,572,987	754,879
Two - five years	4,894,530	9,866,363	4,894,530	9,866,363
Total loans repayable	10,467,517	10,621,242	10,467,517	10,621,242

Within bank loans is a Bank of Scotland loan with a current balance of £0.060m (2022: £0.095m) which is secured by a first legal charge over a freehold property. The interest is charged at 1.65% per annum over the bank base rate. The loan was repaid on the 26th July 2023.

There is also a Barclays £1.5m overdraft facility and a term loan with a current balance of £0.62m (2022: £0.72m), which are secured by a Group bank account-offset cross guarantee, a cross guarantee and debenture creating fixed and floating charges over the assets of several Group companies and a floating charge over the assets of Thera (Scotland).

Thera Trust offered a £5,000,000 six year bond in February, 2018. Interest is payable annually on 31 March each year in arrears at a fixed rate of 5.5% per annum. The bond is repayable on 31 March, 2024.

Thera Trust offered a £5,000,000 six year bond in July, 2020. Interest is payable annually on 31 March each year in arrears at a fixed rate of 5.25% per annum. The bond is repayable on 31 March, 2026.

Finance leases are secured over the assets to which they relate.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

22a Analysis of group net assets between funds (current year)

	General unrestricted £	Revaluation reserve £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	1,809,931	560,303	-	-	2,370,234
Investment properties owned	7,531,544	(817,544)	-	-	6,714,000
Investment properties leased	2,816,804	1,649,934	-	-	4,466,738
Net current assets	2,699,191	-	9,105	452,723	3,161,019
Long term liabilities	(4,894,530)	-	-	-	(4,894,530)
Defined benefit pension scheme liability	(187,117)	-	-	-	(187,117)
Net assets at 31 March 2023	9,775,823	1,392,693	9,105	452,723	11,630,344

22b Analysis of group net assets between funds (prior year)

	General unrestricted £	Revaluation reserve £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	1,912,366	520,566	-	-	2,432,932
Investment properties owned	7,339,038	(478,891)	-	-	6,860,147
Investment properties leased	2,816,804	1,108,954	-	-	3,925,758
Investments	72,868	-	-	-	72,868
Net current assets	10,900,819	-	13,006	427,617	11,341,442
Long term liabilities	(9,888,362)	-	-	-	(9,888,362)
Defined benefit pension scheme liability	(945,280)	-	-	-	(945,280)
Net assets at 31 March 2022	12,208,253	1,150,629	13,006	427,617	13,799,505

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

23a Movements in funds (current year)

	At 1 April 2022 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2023 £
Restricted funds:					
Support for Ms TE	1,977	-	-	-	1,977
Loughborough sensory room and garden	418	-	-	-	418
Other property-specific projects	39,147	10,070	(11,337)	-	37,880
The Hollies fund	2,663	-	-	-	2,663
L and D generic training	8,234	-	-	-	8,234
Holiday support fund	7,689	-	(1,630)	-	6,059
Sawston Hydrotherapy Pool	1,337	700	-	-	2,037
Clacton Beach Hut	469	350	(664)	-	155
Gig buddies	5,414	76,042	(81,456)	-	-
TEN project	5,623	-	-	-	5,623
Building Bridges	6,398	-	-	-	6,398
Allsorts	382	-	-	-	382
Grantham	54	-	-	-	54
Scottish NVQ	31,467	43,800	(18,239)	-	57,028
Apprenticeship levy - Government Grant	9,826	26,265	(17,133)	-	18,958
Legacies	5,000	-	(1,160)	-	3,840
Tera Connex	2,775	44	-	-	2,819
Tech it Out	4,093	-	-	-	4,093
Restore 2 Mini Stomp	55,997	-	(54,397)	-	1,600
North Lanarkshire	-	27,783	-	-	27,783
Retention and Recruitment - Lincolnshire Grant	-	24,879	-	-	24,879
Fuel Enhancement Funding - Lincolnshire Grant	-	6,295	-	-	6,295
Inspiring Scotland WF Wellbeing Grant	-	10,000	-	-	10,000
Total restricted funds	188,963	226,228	(186,016)	-	229,175
Unrestricted funds:					
Designated development fund	13,006	-	(3,901)	-	9,105
Designated funds	13,006	-	(3,901)	-	9,105
Revaluation reserve	54,867	-	(22,000)	-	32,867
Pension reserve	(252,763)	101,456	(160,000)	-	(311,307)
General funds	12,307,777	13,848,995	(11,623,984)	-	14,532,788
General funds	12,055,014	13,950,451	(11,783,984)	-	14,221,481
Total unrestricted funds	12,122,887	13,950,451	(11,809,885)	-	14,263,453
Parent charity total funds as at 31 March 2023	12,311,850	14,176,679	(11,995,901)	-	14,492,628

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

23a Movements in funds (current year continued)

	At 1 April 2022 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2023 £
Charity total fund balance carried forward	12,311,850	14,176,679	(11,995,901)	-	14,492,628
Restricted funds:					
Equal Futures Memberships	850	790	(1,640)	-	-
Kennyhill Bequest	4,754	-	(4,754)	-	-
CMHWF Midlothian	9,500	9,000	(9,500)	-	9,000
CMHWF East Ayrshire	8,725	-	(8,725)	-	-
CMHWF Edinburgh	9,500	9,785	(9,500)	-	9,785
CMHWF Glasgow	3,500	9,620	(3,500)	-	9,620
Health & Social Care Alliance SM Grant	3,000	15,000	(18,000)	-	-
JTH Charitable Trust	500	-	(500)	-	-
Winter Social Wellbeing Fund (Glasgow)	1,300	-	(1,300)	-	-
The National Lottery Community Fund	-	40,092	(5,417)	-	34,675
The Hugh Fraser Foundation	-	3,000	(3,000)	-	-
Airdrie Fund	-	3,000	(3,000)	-	-
Greenwich Work Train	30,712	145,000	(175,712)	-	-
Legacy donation	6,740	-	(728)	-	6,012
Donations	2,768	699	(943)	-	2,524
Deloitte	25,960	-	-	-	25,960
BGC JobsOhio	3,323	-	(2,492)	-	831
Great Escape	8,073	-	-	-	8,073
FSF Essex	9,982	-	-	-	9,982
Postcode Neighbourhood Trust Unity Pies	3,765	-	(3,765)	-	-
FSF Barnet	4,192	-	-	-	4,192
Peripatetic, Bailey Thomas	15,000	-	(15,000)	-	-
Unity Works Walking Group ('The Adventurers')	250	-	-	-	250
Bounceback Programme	13,278	49,917	(49,918)	-	13,277
LB of Camden Business Support Grants	-	12,538	(10,780)	-	1,758
The Fishmongers' Company's Charitable Trust	-	15,000	(15,000)	-	-
Drapers Trust	-	10,000	(602)	-	9,398
Townsend Trust	-	3,000	(201)	-	2,799
The Rangoowala Foundation	-	9,818	(9,818)	-	-
The National Lottery Community Fund	-	10,000	(10,000)	-	-
The Cicely Northcote Trust	-	6,068	(6,068)	-	-
Santa Barbara Heights Charitable Trust	-	1,000	(1,000)	-	-
Markyes Close	44,843	-	(2,077)	-	42,766
Donations	15,461	3,137	(250)	-	18,348
Herefordshire Community Foundation	11,303	-	-	-	11,303
Department for Education Holiday Activities	1,375	-	-	-	1,375
Bulmer Trust	-	6,000	(4,380)	-	1,620
Total restricted funds	238,654	362,464	(377,570)	-	223,548
Revaluation reserve	1,095,762	342,927	(66,000)	(12,863)	1,359,826
Pension reserve	(692,517)	868,000	(51,293)	-	124,190
General funds	845,756	66,850,717	(72,279,184)	12,863	(4,569,848)
General funds	153,239	67,718,717	(72,330,477)	12,863	(4,445,658)
Total unrestricted funds	1,249,001	68,061,644	(72,396,477)	-	(3,085,832)
Group total funds as at 31 March 2023	13,799,505	82,600,787	(84,769,948)	-	11,630,344

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

23a Movements in funds (current year continued)

	At 1 April 2022 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2023 £
Reconciled to:					
Unrestricted funds	12,208,253	81,669,168	(84,114,461)	12,863	9,775,823
Revaluation	1,150,629	342,927	(88,000)	(12,863)	1,392,693
Designation funds	13,006	-	(3,901)	-	9,105
Restricted funds	427,617	588,692	(563,586)	-	452,723
Group total funds as at 31 March 2023	13,799,505	82,600,787	(84,769,948)	-	11,630,344

The narrative to explain the purpose of each fund is given at the foot of the note below.

23b Movements in funds (prior year)

	At 1 April 2021 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2022 £
Restricted funds:					
Support for Ms TE	2,356	-	(379)	-	1,977
Loughborough sensory room and garden	418	-	-	-	418
Other property-specific projects	30,855	11,674	(3,382)	-	39,147
The Hollies fund	2,663	-	-	-	2,663
L and D generic training	8,234	-	-	-	8,234
Holiday support fund	238	9,023	(1,572)	-	7,689
Sawston Hydrotherapy Pool	2,057	-	(720)	-	1,337
Clacton Beach Hut	351	802	(684)	-	469
Gig buddies	-	93,253	(87,839)	-	5,414
TEN project	5,623	-	-	-	5,623
Building Bridges	9,505	-	(3,107)	-	6,398
Allsorts	499	-	(117)	-	382
Grantham	54	-	-	-	54
Scottish NVQ	36,872	-	(5,405)	-	31,467
Happy Snapper	80	-	(107)	27	-
Apprenticeship levy - Government Grant	12,023	26,498	(28,695)	-	9,826
Innovate & Cultivate	12,978	4,256	(17,234)	-	-
Riverside Project	650	-	(650)	-	-
Legacies	5,000	-	-	-	5,000
Thera Connex	2,599	176	-	-	2,775
Tech it Out	-	4,256	(163)	-	4,093
Restore 2 Mini Stomp	-	55,997	-	-	55,997
Total restricted funds	133,055	205,935	(150,054)	27	188,963
Unrestricted funds:					
Designated development fund	24,729	-	(11,723)	-	13,006
Designated funds	24,729	-	(11,723)	-	13,006
Revaluation reserve	54,867	-	-	-	54,867
Pension reserve	(814,235)	561,472	-	-	(252,763)
General funds	9,501,392	13,754,887	(10,948,475)	(27)	12,307,777
General funds	8,687,157	14,316,359	(10,948,475)	(27)	12,055,014
Total unrestricted funds	8,766,753	14,316,359	(10,960,198)	(27)	12,122,887
Parent charity total funds as at 31 March 2022	8,899,808	14,522,294	(11,110,252)	-	12,311,850

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

23b Movements in funds (prior year continued)

	At 1 April 2021 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2022 £
Charity total fund balance carried forward	8,899,808	14,522,294	(11,110,252)	-	12,311,850
Restricted funds:					
Equal Futures Memberships	850	-	-	-	850
Kennyhill Bequest	4,754	4,000	(4,000)	-	4,754
Foundations Scotland	2,893	-	(2,893)	-	-
Foundations Scotland	4,441	-	(4,441)	-	-
CMHWF Midlothian	-	9,500	-	-	9,500
CMHWF East Ayrshire	-	8,725	-	-	8,725
CMHWF Edinburgh	-	9,500	-	-	9,500
CMHWF Glasgow	-	3,500	-	-	3,500
Health & Social Care Alliance SM Grant	-	3,000	-	-	3,000
JTH Charitable Trust	-	500	-	-	500
Winter Social Wellbeing Fund (Glasgow)	-	1,300	-	-	1,300
Big Lottery Fund	54,568	-	-	(54,568)	-
Greenwich Work Train	30,712	145,000	(145,000)	-	30,712
Islington Pro-Work	998	-	-	(998)	-
Legacy donation	6,740	-	-	-	6,740
Donations	379	2,721	(332)	-	2,768
Deloitte	25,960	-	-	-	25,960
BGC JobsOhio	5,815	-	(2,492)	-	3,323
Great Escape	7,823	250	-	-	8,073
Hampstead Wells & Campden Trust ESA	4,653	-	(4,653)	-	-
FSF Essex	9,982	37,287	(37,287)	-	9,982
The National Lottery Community Fund	-	-	-	-	-
Postcode Neighbourhood Trust Unity Pies	18,679	7,000	(21,914)	-	3,765
FSF Barnet	4,192	31,394	(31,394)	-	4,192
FSF Greenwich	-	20,845	(20,845)	-	-
Peripatetic, Bailey Thomas	-	15,000	-	-	15,000
Unity Works Walking Group ('The Adventurers')	-	250	-	-	250
Bounceback Programme	-	20,780	(7,502)	-	13,278
LB of Camden Business Support Grants	-	3,143	(3,143)	-	-
Markyes Close	49,011	-	(4,168)	-	44,843
Donations	14,114	1,347	-	-	15,461
Herefordshire Community Foundation	5,000	6,303	-	-	11,303
Department for Education Holiday Activities	-	1,375	-	-	1,375
Total restricted funds	251,564	332,720	(290,064)	(55,566)	238,654
Unrestricted funds:					
Designated funds:					
Agnes Hunter Trust	15,000	-	(15,000)	-	-
Total designated funds	15,000	-	(15,000)	-	-
Revaluation reserve	909,606	196,366	-	(10,210)	1,095,762
Pension reserve	(825,036)	132,519	-	-	(692,517)
General funds	2,764,002	64,180,057	(66,164,079)	65,776	845,756
	1,938,966	64,312,576	(66,164,079)	65,776	153,239
Total unrestricted funds	2,863,572	64,508,942	(66,179,079)	55,566	1,249,001
Group total funds as at 31 March 2022	12,014,944	79,363,956	(77,579,395)	-	13,799,505
	At 31 March 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2022 £
Reconciled to:					
Unrestricted funds	10,626,123	78,628,935	(77,112,554)	65,749	12,208,253
Revaluation	964,473	196,366	-	(10,210)	1,150,629
Designation funds	39,729	-	(26,723)	-	13,006
Restricted funds	384,619	538,655	(440,118)	(55,539)	427,617
Total funds	12,014,944	79,363,956	(77,579,395)	-	13,799,505

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

23 Movements in funds (continued)

Purposes of restricted funds

Support for Ms TE

Amount donated to provide support to Ms TE.

Loughborough sensory room and garden

NHS and other charitable funds to pay for the fit-out and equipping of a sensory room and a sensory garden project.

Other property-specific projects

Various other property-specific projects undertaken.

The Hollies fund

This fund arises from a legacy received which is to be used for the benefit of the service users living in The Hollies and for The Hollies itself.

L and D generic training

Funding for staff training to enable staff to give better quality support.

Holiday support fund

Amount donated to cover additional holiday support costs for people supported by Thera.

Sawston Hydrotherapy Pool

Local fundraising to purchase a hydrotherapy pool for a house in Cambridgeshire.

Clacton Beach Hut

Local fundraising to purchase a beach hut in Essex.

Gig Buddies

Funding from Midlothian Council to support people to attend music gigs and functions.

TEN Project

Funding from the Scottish Government to a collaboration between three organisations to provide formal support with informal networks.

Building Bridges



Dolphins' Den is part of Building Bridges. Building Bridges is a partnership of organisations, led by Community First, that has come together to deliver the Building Better Opportunities Programme across Swindon and Wiltshire.

The project has received up to £6.4M of funding from the European Social Fund and The National Lottery Community Fund as part of the 2014-2020 European Structural and Investment Funds Growth Programme in England. The Department for Work and Pensions is the Managing Authority for the England European Social Fund programme. Established by the European Union, the European Social Fund helps local areas stimulate their economic development by investing in projects which will support skills development, employment and job creation, social inclusion and local community regenerations. For more information visit <https://www.gov.uk/european-growth-funding>

Allsorts

Funding from Bingham Town Council for activities for people supported in Bingham, Nottinghamshire.

Grantham

Local fundraising.

Scottish Vocational Qualifications

The Scottish Government Voluntary Sector Development Fund for staff training.

Apprenticeship levy - Government Grant

The Apprenticeship Levy Top Up is grant funding provided by HMRC as part of the Apprenticeship Levy scheme.

Legacies

Restricted to Thera East Anglia, for the benefit of the people we support, to help to pay for days out and activities.

Thera Connex

To support people with a learning disability and keep them connected during Covid-19 and beyond.

Tech it Out

Enable people with a learning disability to access online and app-based health, social and lifestyle support: increasing independence; growing social networks, reducing reliance on crisis intervention services and getting people into employment.

Restore 2 Mini Stomp

The funding is aimed to support Voluntary and Community Sector Enterprises (VCSE) partners to deliver information, support and advice to people with a learning disability and autistic people and their families.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

23 Movements in funds (continued)

Purposes of restricted funds (continued)

North Lanarkshire

Initial start up costs of a new operation and staff training.

Retention and Recruitment - Lincolnshire Grant

Lincolnshire County grant towards recruitment and retention in a difficult time for the sector.

Fuel Enhancement Funding - Lincolnshire Grant

Grant towards fuel costs primarily aimed at the day opportunities fuel and utilities at a time of significant increases.

Inspiring Scotland WF Wellbeing Grant

Overall staff well being for Scotland.

Memberships

Lifetime membership fees pay directly for hours worked by a facilitator to build a Circle of Support around a relative with a disability.

Kennyhill Bequest

This is allocated specifically to the Glasgow project and is for autism training.

CMHWF Midlothian

This grant will enable us to expand our reach of support by recruiting additional volunteers.

CMHWF Midlothian (new funding in the year)

Our Midlothian based Project Co-ordinator will recruit, train and support 4 volunteers to help us to deliver our three main activities - 1:1 befriending, Circles of Support and Social events.

CMHWF East Ayrshire

This grant will enable us to expand our reach of support by recruiting, training and supporting 5 additional volunteers to support up to 9 people.

CMHWF Edinburgh

This grant will enable us to expand our reach of support by recruiting an additional 12 volunteers in Edinburgh to support a further 5 individuals with a learning disability and their carers/parents which will be 15 people in total supported. Our support will be able to add value to the community, promoting wellbeing at grassroots level and benefiting the mental wellbeing of those supported.

CMHWF Edinburgh (new funding in the year)

Supporting socially isolated adults (16+) with a learning disability or autism and their parent carers in Edinburgh. The aim is to facilitate families in the creation of community-based circles of support around their relative so that they can plan for the future and live their best life. Funding will be used to facilitate the co-ordinator to recruit and train additional volunteers to support up to 12 individuals and up to 24 family members. Volunteers will support beneficiaries via 1:1 befriending, circles of support and social events.

CMHWF Glasgow

This grant enabled us to expand our reach of support by recruiting additional volunteers over a 12 month period from April 2022 to March 2023.

CMHWF Glasgow (new funding in 2023)

We aim to expand our reach of support by recruiting, training and supporting 8 volunteers to support up to 6 individuals with a learning disability or autism and their family members in Glasgow via 1:1 befriending, Circles of Support and Social events. This will increase opportunities of social connections within the local community, reducing isolation and promoting improved mental wellbeing.

Health & Social Care Alliance SM Grant

This fund will enable us to undertake scoping work to ascertain the need for the unique EF model of support.

Health & Social Care Alliance SM Grant (new funding in 2023)

Using our successful co-production models for befriending, circles of support and social events, we will establish a new service in the area of North Lanarkshire where we have identified an unmet need and attracted 13 new referrals for our support services.

JTH Charitable Trust

Grant towards core costs in Glasgow.

Winter Social Wellbeing Fund (Glasgow)

Provision for a festive event for isolated people.

The National Lottery Community Fund

Employment Programme to support people with a learning disability become less isolated, improving their communication and social skills, develop new friendships and improve their health and wellbeing.

The Hugh Fraser Foundation

Funding is for core costs in the Glasgow area.

Airdrie Fund

To support individuals with a learning disability or autism and their families, we aim to expand our reach of support by recruiting, training and supporting 16 additional volunteers to support up to 13 people in Airdrie.



THERA TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

23 Movements in funds (continued)

Purposes of restricted funds (continued)

Greenwich Work Train

Employment programme that supports people with a learning disability, autism and mental health issues to be work ready and move into employment. This service also develops supported volunteering opportunities for vulnerable adults.

Legacy donation

Monies to be spent in or towards the purchase of a caravan or towards any other project which may benefit the clients of West Oxfordshire Supported Living Scheme.

Donations

Various donations including funds to support the homeless meals project and other temporary measures in Café Victoria.

Deloitte

Create an online portal giving students and job seekers access to a Virtual Learning Environment and Case Management System enabling people to independently access their details, CV, job search.

BGC Jobs Ohio

To purchase a coffee cart and sell coffee, thereby creating further employment of people with a learning disability.

Great Escape

Annual break for a week of activities designed to build skills and confidence for the people we support.

FSF Essex

For delivery of an employment project.

Postcode Neighbourhood Trust Unity Pies

To develop new SE Café business stream.

FSF Barnet

For delivery of an employment project.

Peripatetic, Bailey Thomas

To cover the cost of an employment advisor and support people who do not qualify for support under statutory supported employment schemes.

Unity Works Walking Group ('The Adventurers' Club')

To cover the costs of walking group sessions throughout the winter months.

Bounceback Programme

To help people complete a vocational profile and identified career pathway, build their confidence and social skills and receive support to attend at least one interview.

LB of Camden Business Support Grants

This grant will pay for trainees with a learning disability at Greenwood Café. The aim is to make meals which will be delivered by bicycle courier to Castlehaven Community Association for distribution at their weekly foodbank.

The Fishmongers' Company's Charitable trust

This grant is to contribute towards catering training, qualifications and pathways to employment for people with a learning disability.

Drapers Trust, Townsend Trust, The Rangooowala Foundation & The National Lottery Community Fund

These grants will pay for trainees with a learning disability at Greenwood Café. The aim is to make meals which will be delivered by bicycle courier to Castlehaven Community Association for distribution at their weekly foodbank.



In partnership with
**THE NATIONAL LOTTERY
COMMUNITY FUND**

The Cicely Northcote trust

This grant will contribute towards the costs of room hire for meetings to support Unity Works' supported employment projects in Southwark and Lambeth.

Santa Barbara Heights Charitable Trust

To match funding for the grant that was received from the Baily Thomas Foundation, which covers a portion of cost of an employment advisor and support people who do not qualify for support under statutory supported employment schemes.

Markyes Close

Funds given to Aspire Living Ltd to enable the development of Markyes Close residential home from 2 individual bungalows into one home. This was done to aid and benefit the people living on Markyes Close.

Donations

Various local donations for the welfare of the People we support, by providing day trips out, Youth Club annual holiday club, projects and to cover funeral costs.

THERA TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

23 Movements in funds (continued)

Purposes of restricted funds (continued)

Herefordshire Community Foundation

Project costs for 'Be Your Own Health Champion'.

Department for Education Holiday Activities

Funding provided for holiday activities & food.

Bulmer Trust

Grant to help support the Bulmer Training Room, to purchase new furniture and other items.

Prior Year

Happy Snapper

Local fundraising to subsidise the costs of a photography group.

Innovate & Cultivate

Funding has been received through the Cambridgeshire County Council Innovate and Cultivate fund. The money will enable the My Way project to support more people with a learning disability into employment.

Riverside Development Project

Successful fundraising had previously been agreed to invest in the development of the building. The aim of the project was to redesign the way The Riverside is used. Due to the project no longer going ahead, the funds raised are now to be returned to the donors.

Foundations Scotland

To enable Equal Futures to provide two new youth services for 16-18 year olds with additional support needs and their families to support them with the transition from school to further education, training or employment. One was in Glasgow, the other in Ayrshire.

Foundations Scotland

To enable Equal Futures to recruit 16 new volunteers, revamp their Volunteer Training and deliver it to their volunteer cohort in meaningful, relevant and pandemic-aware circumstances, to better help them support Equal Futures' service users, all of whom have learning disabilities.

Islington Pro-Work

Pro Work is based in City of Westminster College and aims to ensure that students attending employability courses for people with a learning disability will have a clear pathway to employment on graduation. It will work with 35 students per year from April 2016.

Hampstead Wells & Campden Trust ESA

To cover the costs of a part time Employment Support Advisor to work with people from the trust's area of benefit in Camden.

The National Lottery Community Fund

To support continued delivery of employment projects including online sessions.



In partnership with
**THE NATIONAL LOTTERY
COMMUNITY FUND**

FSF Greenwich

Help to improve employment outcomes or prospects of future employment outcomes for long-term unemployed individuals and groups facing the most complex and intractable barriers to work.

Purposes of designated funds

Development Fund

Funds designated to allow discretionary support for the additional needs of people supported through Thera, not available from other funding sources.

Prior Year

Agnes Hunter

This fund has been granted for the project Social Inclusion for people with Learning Disabilities to assist people with learning disabilities to reduce loneliness and social isolation through befriending and 'Circle' building.

Transfers between funds

Prior Year

The transfers above from restricted to general funds (for the subsidiary companies not Parent Charity) relate to costs incurred in Unity Works Social Enterprise (another subsidiary of the Thera Group) last year, but only allocated against the restricted fund in the current year.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

24 Reconciliation of net income to net cash flow from operating activities

	2023 £	2022 £
Net (expenditure) / income for the reporting period (as per the statement of financial activities)	(2,877,161)	1,153,561
Depreciation charges and impairment	408,858	414,062
Loss on disposal of fixed assets	793	5,370
Unrealised gains on investment properties	(202,327)	(196,366)
Unrealised gains on fixed assets	(52,600)	-
Interest receivable	(3,906)	(9,129)
Interest payable	583,417	574,339
Increase in stocks	(4,094)	(3,671)
Decrease / (increase) in debtors	1,738,557	(2,076,411)
(Decrease) / increase in creditors	(711,301)	497,755
Net change in the defined benefit pension liability	(50,163)	(62,991)
Net cash (used in) / provided by operating activities	(1,169,927)	296,519

25 Changes in net debt

	At 1 April 2022 £	Cash flows £	Other changes £	At 31 March 2023 £
Cash at bank and in hand	5,756,316	(2,363,371)	-	3,392,945
Total cash and cash equivalents	5,756,316	(2,363,371)	-	3,392,945
Bank loans due within one year	(754,879)	76,496	-	(678,383)
Bank loans due beyond one year	(60,207)	60,207	-	-
Other loans due within one year	-	-	(4,894,604)	(4,894,604)
Other loans due beyond one year	(9,806,156)	-	4,911,626	(4,894,530)
Finance leases due under one year	(46,328)	24,218	-	(22,110)
Finance leases due beyond one year	(21,999)	21,999	-	-
Changes in net debt	(10,689,569)	182,920	17,022	(10,489,627)
Total	(4,933,253)	(2,180,451)	17,022	(7,096,682)

26 Operating lease commitments - payable as a lessee

Group

The group's total future minimum lease payments payable under non-cancellable operating leases is as follows for each of the following periods:

	Property 2023 £	2022 £	Equipment 2023 £	2022 £
Less than one year	1,821,063	1,667,897	216,205	166,144
One to five years	6,578,042	6,223,481	335,198	253,313
Over five years	13,896,646	14,137,969	-	-
	22,295,751	22,029,347	551,403	419,457

Charity

The charity's total future minimum lease payments payable under non-cancellable operating leases is as follows for each of the following periods:

	Property 2023 £	2022 £	Equipment 2023 £	2022 £
Less than one year	61,948	59,508	189,138	142,881
One to five years	100,475	154,490	322,788	224,055
	162,423	213,998	511,926	366,936

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

27 Operating lease commitments - receivable as a lessor

Group

The group's total future minimum lease payments receivable under non-cancellable operating leases is as follows for each of the following periods:

	Property 2023 £	2022 £
Less than one year	1,893,150	1,650,933
One to five years	7,572,599	6,508,679
Over five years	17,812,653	16,697,792
	27,278,402	24,857,404

28 Contingent liabilities

In 1977 The Camden Society received a grant from the London Borough of Camden towards the purchase of property in Brightlingsea, Essex. Under the grant agreement, should the property be disposed of and the proceeds not be reinvested in an alternative property for the aims of the charity, then the London Borough of Camden have the right to request a proportion of the sale proceeds.

29 Post balance sheet events

Folegandros had been struck off the register of companies and now Thera South Midlands, Thera West and Uemploy are dormant an application has been made for the companies to also be struck off the register of companies.

30 Pension schemes

Defined contribution schemes

The Pensions Trust Ethical Fund

A number of companies in the Group participate in The Pensions Trust Ethical Fund which is a defined contribution scheme for the benefit of its employees. Contributions payable to the scheme amounted to £744,622 (2022: £719,747). The amount outstanding in respect of the Fund at the year end was £6,598 (2022: £4,442).

The Pensions Trust Flexible Retirement Plan

The Quality Company and The Camden Society (London) participate in the Flexible Retirement Plan TPT, which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £1,568 (2022: £27). The amount outstanding in respect of this scheme at the year-end was £Nil (2022: £Nil).

NEST pension scheme

Equal Futures and Aspire Living Limited participate in the government's NEST pension scheme which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £96,375 (2022: £100,922). The amount outstanding in respect of this scheme at the year-end was £Nil (2022: £Nil).

Clerical Medical pension scheme

Aspire Living Limited participates in the Clerical Medical Pension Scheme which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £6,824 (2022: £8,445). The amount outstanding in respect of this scheme at the year-end was £Nil (2022: £Nil).

The Pensions Trust Growth Plan

Forward Living used to participate in The Pensions Trust Growth Plan (the Plan). The Plan is funded and is not contracted-out of the State Scheme. The Plan is a multi-employer pension plan. Contributions payable during the period amounted to £Nil (2022: £Nil).

On 22 February, 2010, a transfer of contracts and all employees was made from Forward Living, a charitable company limited by guarantee which has since been struck off the register of companies, to a fellow subsidiary of the Thera Group, Thera South West, at which date Forward Living ceased to participate in the Plan. The parent charity, Thera Trust, acts as a guarantor of a floating liability amounting to £86,569 which would crystallise should the Plan at some time in the future be wound up or an event occurs as a result of which there are no remaining employers participating in the Plan.

AEGON Group Personal Pension Scheme

The Camden Society participated in a Group Personal Pension scheme administered by AEGON, which is a defined contribution scheme for the benefit of its employees. Contributions to the scheme during the year amounted to £nil (2022: £110). As at the balance sheet date there were no active members of the Scheme employed by the Society (2022: Nil). The scheme was closed to new members from 29 April, 2014. The amount outstanding in respect of this Scheme at the year-end was £Nil (2022: £Nil).

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

30 Pension schemes (continued)

Defined contribution schemes (continued)

The People's Pension Scheme

The Camden Society, The Camden Society (London), Unity Works Social Enterprises, Ansar Projects, Thera East Midlands and Thera South West participate in The People's Pension Fund, which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £208,870 (2022: £190,098). The amount outstanding in respect of this Scheme at the year-end was £Nil (2022: £Nil). At the balance sheet date there were 435 active members of the scheme employed by the society (2022: 368).

Social Housing Pension Scheme - defined contribution

Aspire Living Limited participates in The Pension's Trust Social Housing Pension Scheme (TPT SHPS) which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £22,199 (2022: £22,812). The amount outstanding in respect of this Scheme at the year-end was £Nil (2022: £Nil).

Thera Trust participates in the Social Housing Pension Scheme (DB/DC hybrid). The Scheme is funded and was contracted-out of the State Pension scheme. However, from 1 April, 2013, Thera Trust adopted the defined contribution structure of the scheme, it previously having operated under a defined benefit structure.

During the accounting period Thera Trust paid total contributions of £273,342 (2022: £309,951) which included £107,331 (2022: £138,047) of past service deficit contributions. At the year end, £737 (2022: £244) was outstanding in respect of the Scheme.

As at the balance sheet date there were 151 (2022: 146) active members of the Scheme employed by Thera Trust.

Social Housing Pension Scheme - defined benefit

Thera Trust participates in the Social Housing Pension Scheme (the Scheme), a multi-employer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK.

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

The last triennial valuation of the scheme for funding purposes was carried out as at 30 September 2020. This valuation revealed a deficit of £1,560m. A Recovery Plan has been put in place with the aim of removing this deficit by 31 March 2028. The Scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme.

Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

The number of members of the scheme are set out below.

The data as at 31 March 2023 and 31 March 2022 has been calculated using a modeller provided by The Pensions Trust. Certain key assumptions, such as projected earnings increases have been set within this modeller to bring them into line with the expectations of the organisation. These are set out below

Number of active members in the scheme

	2023	2022
	No.	No.
Active	3	3
Deferred	27	30
Pensioners	11	9

Financial assumptions

	2023	2022
	% pa	% pa
Rate of discount	5.14	3.09
Price inflation (RPI)	3.47	3.79
Price inflation (CPI)	3.09	3.45
Earnings increases	3.09	3.45
Allowance for commutation of pension for cash at retirement	75%	75%

Other material assumptions

	years	years
Life expectancies in retirement:		
Male currently aged 65	21.00	21.10
Female currently aged 65	23.40	23.70
Male currently aged 45	22.20	22.40
Female currently aged 45	24.90	25.20

Present Values of Defined Benefit Obligation, Fair Value of Assets and Defined Benefit Liability

	2023	2022
	£'000	£'000
Fair value of plan assets	1,669	2,637
Present value of defined benefit obligation	(1,981)	(2,890)
Deficit in plan	(312)	(253)
Defined benefit liability to be recognised	(312)	(253)
Net defined liability to be recognised	(312)	(253)

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

30 Pension schemes (continued)

Defined benefit schemes multi-employer (continued)

Social Housing Pension Scheme - defined benefit (continued)

Reconciliation of Opening and Closing Balances of the Fair Value of Plan Assets

	2023	2022
	£'000	£'000
Opening fair value of employer assets	2,637	2,900
Interest income	74	63
Experience on plan assets	(1,109)	462
Contributions by the employer	112	143
Benefits paid and expenses	(45)	(931)
	<u>1,669</u>	<u>2,637</u>

Closing fair value of employer assets

Reconciliation of Opening and Closing Balances of Defined Benefit Obligation

	2023	2022
	£'000	£'000
Opening defined benefit obligation	2,890	3,714
Expenses	5	5
Interest cost	80	82
Actuarial gains	(949)	20
Benefits paid and expenses	(45)	(931)
	<u>1,981</u>	<u>2,890</u>

Closing defined benefit obligation

Defined Benefit Costs Recognised in the Statement of Financial Activities (SOFA)

	2023	2022
	£'000	£'000
Expenses	5	5
Net interest expense	6	19
	<u>11</u>	<u>24</u>

Defined benefit costs recognised in the SOFA

Actual return on employer assets - (loss)/ gain

<u>(1,140)</u>	<u>687</u>

Fair value of employer assets

	2023	2022
	£'000	£'000
Global Equity	31	506
Absolute Return	18	106
Distressed Opportunities	51	94
Credit Relative Value	63	88
Alternative Risk Premia	3	87
Emerging Markets Debt	9	77
Risk Sharing	123	87
Insurance-Linked Securities	42	61
Property	72	71
Infrastructure	191	188
Private Debt	74	68
Opportunistic Illiquid Credit	71	89
High Yield	6	23
Opportunistic Credit	-	9
Cash	12	9
Corporate Bond Fund	-	176
Long Lease Property	50	68
Secured income	77	98
Liability Drive Investment	769	735
Currency Hedging	3	(10)
Net Current Assets	4	7
	<u>1,669</u>	<u>2,637</u>

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

30 Pension schemes (continued)

Defined benefit schemes multi-employer (continued)

Social Housing Pension Scheme - defined benefit (continued)

FRS102 pension liability reconciliation 2023

	Assets £'000	Liabilities £'000	Total £'000
Brought forward	2,637	(2,890)	(253)
Actuarial gains/(losses)	-	949	949
Expenses	-	(5)	(5)
Experience on Plan Assets	(1,109)	-	(1,109)
Interest	74	(80)	(6)
Contributions in - e'er	112	-	112
Benefits out	(45)	45	-
At year end	1,669	(1,981)	(312)
Net change in scheme surplus/(deficit)			(59)
Net current service cost / expense in SoFA			(11)

FRS102 pension liability reconciliation 2022

	Assets £'000	Liabilities £'000	Total £'000
Brought forward	2,900	(3,714)	(814)
Actuarial gains/(losses)	-	(20)	(20)
Expenses	-	(5)	(5)
Experience on Plan Assets	462	-	462
Interest	63	(82)	(19)
Contributions in - e'er	143	-	143
Benefits out	(931)	931	-
At year end	2,637	(2,890)	(253)
Net change in scheme surplus/(deficit)			561
Net current service cost / expense in SoFA			(24)

NHS Pension Scheme

For some employees, who have previously worked in the NHS, Thera East Anglia, Thera East Midlands, Thera East, Thera North, Thera South West and The Camden Society also participate in the NHS Pension Scheme ("the Scheme"), which is a defined benefit scheme. Contributions to this scheme, which are charged against net income, are set by the Government Actuary as set out below. The pension charge for the year in respect of this Scheme was £171,939 (2022: £162,322). The amount outstanding at 31 March, 2023 was £Nil (2023: £Nil).

Past and present employees are covered by the provisions of the NHS Pension Scheme(s) relevant to their membership. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at: www.nhsbsa.nhs.uk/pensions.

Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS Body of participating in the scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the Financial Reporting Manual (FRM) requires that 'the period between formal valuations shall be four years, with approximate assessments in intervening years'. An outline of these follows:

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

30 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

NHS Pension Scheme (continued)

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2023, is based on valuation data as 31 March 2022, updated to 31 March 2023 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account its recent demographic experience), and to recommend the contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019 to 20.6% of pensionable pay.

The actuarial valuation as at 31 March 2020 is currently underway and will set the new employer contribution rate due to be implemented from April 2024.

Local Government Pension Scheme - Nottinghamshire

Thera East Midlands participates in Nottinghamshire County Council's Local Government Pension Scheme ("the Scheme"). The Scheme is funded and is contracted-out of the State Pension scheme.

Contributions payable during the period amount to £19,706 (2022: £19,519). The amount outstanding in respect of employer and employee contributions for this Scheme at the year end was £Nil (2022: £Nil).

The Trustee commissions an actuarial valuation of the Scheme every three years. The main purpose of the valuation is to determine the financial position of the Scheme in order to address the level of future contributions required so that the Scheme can meet its pension obligations as they fall due.

The last formal valuation of the Scheme was performed as at 31 March 2022 by a professionally qualified Actuary. The market value of the Scheme's assets at the valuation date was £6,498 million. The valuation revealed a surplus of assets compared with the value of liabilities of £9 million, equivalent to a past service funding level of 100%.

The next triennial formal valuation of the Scheme is due as at 31 March 2025.

Thera East Midlands has not been notified by Nottinghamshire County Council of the estimated employer debt on withdrawal from the scheme. However, at the request of the Council, Thera East Midlands has put in place an on-demand bond to meet the level of risk arising in the event of insolvency, winding up or liquidation of the company, as assessed by the Council following actuarial advice. This bond is in the sum of £108,000, and has been provided by HCC International Insurance Company Plc.

The number of members of the scheme are set out below.

The data as at 31 March 2023 and 31 March 2022 has been calculated from the valuation provided by Barnett Waddingham . These are set out below:

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

30 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

Local Government Pension Scheme - Nottinghamshire (continued)

Number of active members in the scheme

	2023	2022
	No.	No.
Active	5	5
Deferred	11	11
Pensioners	7	7

Financial assumptions

	2023	2022
	% pa	% pa
Rate of discount	4.80	2.60
Price inflation (CPI)	2.85	3.15
Salary increases	3.85	4.15

Other material assumptions

	years	years
Life expectancies in retirement:		
Male currently aged 65	20.7	21.6
Female currently aged 65	23.5	24.3
Male currently aged 45	22	23
Female currently aged 45	25	25.8

Present Values of Defined Benefit Obligation, Fair Value of Assets and Defined Benefit Asset / (Liability)

	2023	2022
	£'000	£'000
Fair value of plan assets	1,255	1,262
Present value of defined benefit obligation	(1,130)	(1,954)
Surplus in plan	125	(692)
Defined benefit asset / (liability) to be recognised	125	(692)
Net defined asset / (liability) to be recognised	125	(692)

Reconciliation of Opening and Closing Balances of the Fair Value of Plan Assets

	2023	2022
	£'000	£'000
Opening fair value of employer assets	1,262	1,167
Interest income	33	24
Return on plan assets	(38)	63
Actuarial losses	(13)	-
Administration expenses	(1)	(1)
Contributions by the employer	20	20
Contributions by members	7	6
Benefits paid and expenses	(15)	(17)
Closing fair value of employer assets	1,255	1,262

Reconciliation of Opening and Closing Balances of Defined Benefit Obligation

	2023	2022
	£'000	£'000
Opening defined benefit obligation	1,954	1,992
Current service cost	52	58
Interest cost	51	41
Contributions by members	7	6
Actuarial gains	(919)	(126)
Benefits paid and expenses	(15)	(17)
Closing defined benefit obligation	1,130	1,954

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

30 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

Local Government Pension Scheme - Nottinghamshire (continued)

Defined Benefit Costs Recognised in the Statement of Financial Activities (SOFA)

	2023 £'000	2022 £'000
Current service cost	52	58
Net interest expense	18	17
Administration expenses	1	1

Defined benefit costs recognised in the SOFA

71	76

Actual return on employer assets

(18)	87

Fair value of employer assets

	2023 £'000	2022 £'000
Equities	724	779
Gilts	26	40
Other bonds	78	93
Property	154	145
Cash	62	72
Inflation-linked pooled fund	65	64
Infrastructure	97	69
Private equities	49	
	1,255	1,262

FRS102 pension liability reconciliation 2023

	Assets £'000	Liabilities £'000	Total £'000
Brought forward	1,262	(1,954)	(692)
Actuarial gains/(losses)	(13)	919	906
Return on Plan Assets	(38)	-	(38)
Current service cost	-	(52)	(52)
Administration expenses	(1)	-	(1)
Interest	33	(51)	(18)
Contributions in - e'er	20	-	20
Contributions in - e'ee (participants)	7	(7)	-
Benefits out	(15)	15	-

At year end	1,255	(1,130)	125

Net change in scheme surplus/(deficit)			817

Net current service cost / expense in SoFA			(71)

FRS102 pension liability reconciliation 2022

	Assets £'000	Liabilities £'000	Total £'000
Brought forward	1,167	(1,992)	(825)
Actuarial gains/(losses)	-	126	126
Return on Plan Assets	63	-	63
Current service cost	-	(58)	(58)
Past service cost	-	-	-
Administration expenses	(1)	-	(1)
Interest	24	(41)	(17)
Contributions in - e'er	20	-	20
Contributions in - e'ee (participants)	6	(6)	-
Benefits out	(17)	17	-

At year end	1,262	(1,954)	(692)

Net change in scheme surplus/(deficit)			133

Net current service cost / expense in SoFA			(76)

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

30 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

Local Government Pension Scheme - Oxfordshire

The Camden Society also participates in the Oxfordshire Local Government Pension Scheme ("the Scheme"). This is a multi-employer, defined benefit type scheme and the assets of the scheme are held separately from those of the charity in independently administered funds. Contributions payable during the year amounted to £47,042 (2022: £47,920) As at the balance sheet date there were 13 (2022: 14) active members of the Scheme employed by the Society. The amount outstanding in respect of this Scheme at the year-end was £Nil (2022: £Nil).

It is not possible in the normal course of events to identify on a consistent and reasonable basis the share of underlying assets and liabilities belonging to individual participating employers. This is because the Scheme is a multi-employer scheme where the Scheme assets are co-mingled for investment purposes, and benefits are paid from total Scheme assets. Accordingly, due to the nature of the Scheme, the accounting charge for the period under FRS102 represents the employer contribution payable.

Oxfordshire County Council has confirmed that it will take responsibility for any funding deficit arising should The Camden Society cease to be a member in the Scheme.

Local Government Pension Scheme - Worcestershire

Aspire Living Limited participates in the Worcestershire County Council's Local Government Pension Scheme ("the Scheme"). The Scheme is funded and is contracted-out of the State Pension scheme.

The Council has agreed to fund any additional employer pension costs which may be required to address future pension scheme deficits in relation to Aspire's staff.

Contributions payable during the period amount to £92,180 (2022: £80,166). The amount outstanding in respect of employer and employee contributions for this Scheme at the year-end was £Nil (2022: £Nil).

As at the balance sheet date there were 13 (2022: 15) active members of the Scheme employed by Aspire Living Limited.

It is not possible in the normal course of events to identify on a consistent and reasonable basis the share of underlying assets and liabilities belonging to individual participating employers. This is because the Scheme is a multi-employer scheme where the Scheme assets are co-mingled for investment purposes, and benefits are paid from total Scheme assets. Accordingly, due to the nature of the Scheme, the accounting charge for the period under FRS102 represents the employer contribution payable.

The scheme's Trustee commissions an actuarial valuation of the Scheme every three years. The main purpose of the valuation is to determine the financial position of the Scheme in order to address the level of future contributions required so that the Scheme can meet its pension obligations as they fall due.

The last formal valuation of the Scheme was performed as at 31 March 2022 by a professionally qualified Actuary. The market value of the Scheme's assets at the valuation date was £3,584 million. The valuation revealed a surplus of assets compared with the value of liabilities of £14 million, equivalent to a past service funding level of 100%. This is an increase on the 90% funded position as a result of the 2019 valuation.

A common rate of contribution of 18.8% of pensionable pay per annum is required from employers. The common rate is calculated as being sufficient, together with contributions paid by members, to meet all liabilities arising in respect of service after the valuation date.

The next triennial formal valuation of the Scheme is due as at 31 March 2025.

Local Government Pension Scheme - Wiltshire

Tera South West participates in Wiltshire Council's Local Government Pension Scheme (WLGPS). The Scheme is funded and is contracted-out of the State Pension scheme.

Contributions payable during the period amount to £5,317 (2022: £5,183). The amount outstanding in respect of employer and employee contributions for this Scheme at the year-end was £Nil (2022: £ Nil).

It is not possible in the normal course of events to identify on a consistent and reasonable basis the share of underlying assets and liabilities belonging to individual participating employers. This is because the Scheme is a multi-employer scheme where the Scheme assets are co-mingled for investment purposes, and benefits are paid from total Scheme assets. Accordingly, due to the nature of the Scheme, the accounting charge for the period under FRS 102 represents the employer contribution payable.

Wiltshire County Council has confirmed that it will take responsibility for any funding deficit arising should Tera South West cease to be a member in the Scheme.

As at the balance sheet date there were 1 (2022: 1) active members of the Scheme employed by Tera South West.

The Trustee commissions an actuarial valuation of the Scheme every three years. The main purpose of the valuation is to determine the financial position of the Scheme in order to address the level of future contributions required so that the Scheme can meet its pension obligations as they fall due.

The last formal valuation of the Scheme was performed as at 31 March 2022 by a professionally qualified Actuary. The market value of the Scheme's assets at the valuation date was £3,230 million. The valuation revealed a surplus of assets compared with the value of liabilities of £81 million, equivalent to a past service funding level of 103%.

The next triennial formal valuation of the Scheme is due as at 31 March 2025.

THERA TRUST

England & Wales - Charity number 1090163

Accounts



THERA TRUST

Registered No: 03593418

Charity No: 1090163

TRUSTEES' CONSOLIDATED REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH, 2022

THERA TRUST

CONTENTS

	Page
Introduction	1
Report of the Directors and Trustees (Including Strategic Report)	2- 83
Report of the Independent Auditor	84-94
Summary of Money	95
Consolidated Statement of Financial Activities	96
Balance Sheets	97
Consolidated Statement of Cash Flows	98
Notes to the Financial Statements	99-139

THERA TRUST

INTRODUCTION

**These papers tell readers what the company has been doing
between April 2021 and March 2022.**

**The directors have written about what has gone well and what
needs development.**

You can see how the company has managed its money.

The accounts have been checked by our Auditor – Sayer Vincent LLP

**Some of these papers must be written in legal language. We have
introduced each section with an Easy Read text box.**

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

REFERENCE AND ADMINISTRATIVE INFORMATION

Charity Name	Thera Trust
Charity Registration Number	1090163
Country of registration	England and Wales
Company Registration Number	03593418
Country of incorporation	United Kingdom
Registered Office	134 Edmund Street Birmingham B3 2ES
Principal Address	The West House Alpha Court Swingbridge Road Grantham Lincolnshire NG31 7XT
Company Secretary	Simon Conway

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

Auditor

Sayer Vincent LLP
Statutory Auditor
Invicta House
108-114 Golden Lane
London
EC1Y 0TL

Solicitors

Anthony Collins Solicitors LLP
134 Edmund Street
Birmingham
B3 2ES

T C Young
Melrose House
69a George Street
Edinburgh
EH2 2JG

Principal Bankers

Barclays Bank plc
43 High Street
Sutton
Surrey
SM1 1DR

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

BOARD OF TRUSTEE DIRECTORS

Members of the Board of Trustee Directors, who are Directors for the purpose of company law and Trustees for the purpose of charity law, who served during the year and up to the date of this report are set out below:

John Blundell

Karen Boyce-Dawson* (resigned 31 March, 2022)

Christine Chang

Simon Conway*

Nicola Coote (appointed 13 June, 2022)

Jennifer Garrigan*

Elizabeth Lichten

Michelle McDermott Co-Chairperson

Michael Morgan

Priya Oomahdat (appointed 19 August, 2022)

Jill Parker

Martin Pilkington (resigned 1 February, 2022)

Christopher Rheinberg

Matthew Smith*

Sally Warren Co-Chairperson

Details of trustee remuneration are detailed in Note 8 to the accounts.

* Members of the executive team of the charitable group of companies.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

This section explains that directors are responsible for putting together accounts which must show a true and fair view. This is the law.

RESPONSIBILITIES OF THE BOARD OF TRUSTEE DIRECTORS

The Directors (who are also the Trustees of Thera Trust for the purposes of charity law) are responsible for preparing the Report of the Directors and Trustees (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of Thera Trust, the charitable company, and of the Group and of Thera Trust's and the Group's incoming resources and application of resources of the charity 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;
- ✓ make judgements and accounting estimates that are reasonable and prudent;
- ✓ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

THERA TRUST

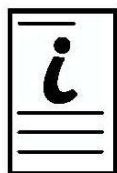
REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

- ✓ prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue in operation.

The Board of Directors is responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and of the Group to enable it to ensure that the financial statements comply with the Companies Act 2006. The Board of Directors is also responsible for safeguarding the assets of Thera Trust, the charitable company, and of the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2022**



report

Report of the Directors and Trustees¹

The trustees present their report and the audited financial statements for the year ended 31 March, 2022. Reference and administrative information set out on page 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

“We have to start by saying that the highlights of the past year for us have been meeting more and more of the people supported by Thera and its staff. Visiting people, drinking tea and eating cake has been a privilege and the perspective this gives reminds us, and colleagues on the board, why Thera exists and why we want to be part of ensuring the future of such a great organisation.

We may never fully understand the impact of the pandemic on those we support, or our staff teams and on the wider community. Our visits and the stories shared across the Group show how people are supporting each other with sensitivity and determination to keep exploring what a good life looks like for each of us.

¹ Thera Trust seeks to make its annual report and accounts accessible to all of its readers, including those with a learning disability, whilst meeting all statutory requirements. This approach requires us to "tell the story" comprehensively for the year. Key information as required by company law as part of the strategic report (context to the financial statements, analysis of our performance and insight into our objectives, strategies and risks) is woven throughout and a single integrated report is therefore being provided.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

Last year we said farewell to the amazing Karen Boyce-Dawson after 17 years. We have missed Karen but are so grateful to the rest of the Executive Team and all of those who have worked to ensure the organisation continues to evolve and stay true to its vision. That is what Karen wanted!

As Co-Chairpersons of the Trust, we were very glad to welcome Martin Pilkington as Head of Governance, after his having served for seven years as a trustee. Working with him and the ongoing support of Tarnya Thompson, we are confident that we will further develop relationships with individual company boards and recruit more new Chairpersons and other non-executive directors to support the future of all of the Thera companies.

We are thrilled to have recently welcomed Nicola Coote and Priya Oomahdat to the Trust board. They both bring valuable skills to the board, and we look forward to working together.

We want also to say a huge ‘thank you’ to our amazing workforce who bring such skill and passion to the work that they do day to day in support of people with a learning disability.

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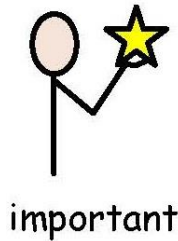
REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

There is no doubt that, across the country, ‘times are tough’. We know that together we can navigate our way through using Thera’s Vision to guide our decisions and future plans.

We look forward to meeting more people next year.”

Michelle McDermott, Sally Warren
Co-Chairpersons

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2022**



What is Important for Thera

Thera has always said that the people it supports must be involved in how the organisation does its job. Thera's Vision clearly sets out Thera's philosophy to demonstrate the leadership and other abilities of people with a learning disability and to ensure their control of, and involvement in, Thera.

Our vision

-  **Thera will show that people with a learning disability can be leaders in society**
leader
-  **Thera will be controlled by people with a learning disability**
control
-  **People supported by Thera can say how their Thera company is directed and managed**
managed
-  **People with a learning disability will design the support they want from Thera.**
choice
-  **Thera will respect the rights and wishes of people at work, at home and in the community**
respect
-  **People with a learning disability will check the quality of support from their Thera company**
quality
-  **Thera Group will be led by a charity**
charity

**Thera Group**[®]
Supporting people with a learning disability

www.thera.co.uk

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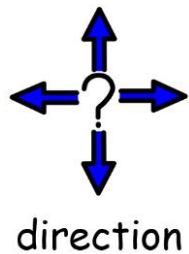
REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

People with a learning disability have a greater profile in society today than they did twenty-four years ago when Thera started. They are increasingly represented in mainstream media. However, they still face considerable prejudice and misunderstanding. Hate crime is often covered in the media and people still find themselves limited in their life choices by lack of funding or suitable property, on the margins of their local community, or excluded from employment. More subtly, charitable and social effort sometimes limits people's life choices by focussing on inputs to their "condition", attempting to mitigate its impact, rather than on outcomes, empowering individuals to live an independent life with support.

Despite decades of national and local policy to the contrary, it's also still the case that many people with a learning disability, particularly those with complex needs, remain hidden away from society. NHS statistics indicate that there were 2,005 people with a learning disability in inpatient settings at the end of March, 2022 and almost 60% had been there for over two years. As the country emerges from Covid-19, those people who require only small amounts of care and support are also seeing their opportunities limited, both by reductions in local authority commissioned support and the challenges faced by the social care sector because of staff shortages.

Thera's Vision therefore remains as relevant and necessary as it was when the organisation was first established.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2022**



Strategic Direction

Thera's strategic direction continues the range of care, support, services and activities that Thera is now known for. As a charitable group of companies, this direction is delivered both by Thera Trust itself and through its subsidiary companies.

- ✓ Supporting people to have a great life, including:
 - a) continued focus on supporting people with complex needs
 - b) improving access to specialist health care
 - c) developing further our capacity and skills to support younger people with a learning disability
 - d) the development of people's daytime opportunities
- ✓ Supporting more people and working in more areas
- ✓ Creating opportunities for people beyond exclusive activities and paid support
- ✓ Offering employment and training opportunities to more people in more areas
- ✓ Expanding development opportunities for leaders with a learning disability
- ✓ Facilitating access to specialist housing within people's chosen communities
- ✓ Building the capacity of communities to welcome, and to offer more social connections to, and support people with a learning disability
- ✓ Supporting other organisations that share Thera's Vision

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

- ✓ Engaging in research and proactively influencing society for the benefit of people with a learning disability
- ✓ Protecting Thera's Vision as the organisation develops
- ✓ Developing a workforce which is equipped, empowered and engaged to deliver Thera's Vision
- ✓ Building our charitable reserves

In addition to the needs of beneficiaries and commercial considerations, trustees continue to have regard to the Charity Commission's guidance on public benefit and believe that the strategic direction, objectives and activities of Thera Trust and its subsidiaries fulfil the Commission's requirements. Thera's objects², aims and activities continue to be charitable and provide benefit both directly and indirectly to individuals in need, their families, and the local communities in which they live. The organisation does not restrict access to its activities on the basis of ability to pay and nor are they unreasonably restricted in any other way.

Throughout each year, Thera Trust's trustees track progress of the strategic plan which delivers our strategic direction. Whilst the content of our annual report sets out progress, Covid-19, and its aftermath, continued to limit what was able to be achieved during the year. A number of non-core elements of the strategic plan were deliberately paused or slowed to allow focus on supporting people's

² Thera Trust's charitable objects are for the public benefit and are "the relief of persons with a learning disability, their families and carers by the provision of support services including services in the support of residential, respite and other suitable forms of care, education and work opportunities and to promote public awareness of the needs of such persons and to give support to their families" and "the promotion of the effective use of charitable resources for the benefit of the public by the provision of services to organisations involved in the relief of persons with learning disabilities, their families and carers." and "the company can do all other things that are incidental or conducive to its objects or any of them."

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

recovery from lockdown and on re-building a workforce that had been worn down during the previous 12 months and was still having to cope with varying levels of restriction throughout the year.

Trustees of Thera Trust promote the purposes of the charity in a number of ways, noting that this is in their role as trustees of the parent company of a charitable group of companies. As well as talking about Thera, they:

- ✓ Ensure company articles provide for:
 - a) company members with lived experience of learning disability
 - b) paid and unpaid directors with lived experience of learning disability
- ✓ Maintain and govern a group structure to enable the engagement of local boards and leaders more directly with beneficiaries and their local communities
- ✓ Promote control and involvement by beneficiaries of their local company through company membership
- ✓ Appoint paid and unpaid directors with lived experience of learning disability to the Thera Trust and subsidiary company boards
- ✓ Set a strategic direction for the Group's activities which focusses on and responds to the interests of beneficiaries rather than organisational targets
- ✓ Employ staff with lived experience of learning disability
- ✓ Encourage peer review of the quality of Thera's work

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

- ✓ Provide social investment grants in support existing and future beneficiaries and of charitable activities
- ✓ Undertake fundraising activities for the benefit of beneficiaries either generally or for specific projects
- ✓ Promote communication internally and externally that is as accessible as possible to those with lived experience of learning disability
- ✓ Maintain and develop a governance and policy structure that promotes the charity's objects
- ✓ Undertake activities designed to promote the interests of people with a learning disability in government and in wider society



support

Thera Supports People with a Learning Disability

As of 31 March, 2022, Thera was providing support to around 3,260 people with a learning disability (31 March, 2021 – 3,000) across the UK. This increase largely reflects a return to supporting more people in the community and for day opportunities as well as employment and training activities.

The range of Thera's work is described in its Social Impact Framework. Our independently assessed sixth Social Impact Report was published during the year and we were really pleased that Thera retained the top scoring of 1 for both Social Impact and Financial Confidence. These ratings are based on an assessment, by Investing for Good, of over 200 impact and financial criteria using 'The Good Analyst' methodology.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

At the time of writing, our seventh report was being compiled showing Thera's performance against this framework. Copies of our annual impact reports can be viewed online at <https://www.thera.co.uk/investors>.

Each year, we hear stories from people we work. Some are truly inspiring, some are poignant or point to the moments of sadness that we all sometimes experience. However, we see our impact demonstrated ever more clearly in all such stories. They show individual achievement in so many ways and, in particular, the leadership abilities of people with a learning disability and the extent to which they are able to take their place as valued citizens in their local community. Some of their stories are included throughout this report and illustrate the work that Thera does and the impact that we have in people's lives.

Thankfully, the focus of the stories in this report have started to move beyond the Covid-19 pandemic. Our impact last year shifted, in a more chaotic and uncertain environment, to supporting people to live with different forms of a "new normal" and to return to pursuing their day to day lives and longer term ambitions.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2022**



A Brief History of Thera and Covid-19

Last year's report contained extensive comment on the impact of, and Thera's response to Covid-19.

People with a learning disability are amongst those across the country who are more susceptible to the impact of Covid-19. Thera's ongoing work therefore continued during the year with the overall objective of ensuring that vulnerable people with a learning disability were kept safe and supported to cope with ongoing changes to their daily lives.

Whilst restrictions eased, the operational challenges remained of ensuring sufficient staff were available day to day to provide care, support, and services to people and their families, supporting staff who themselves were infected or needed to isolate, or who came into contact with those who were. Staff themselves were already exhausted from the challenges of the previous twelve months and there was increasing focus on support for mental ill health and resilience.

Personal protective equipment supplies had stabilised, but the impact on staff of continuing to work with such equipment, particularly during the long summer months, was draining.

The ability to start to meet face to face once more was really welcomed and organisations started to adapt to a mix of face to face, online or "hybrid" meetings. In retrospect, our IT team can be seen to

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

have played a significant role in ensuring the infrastructure was in place to allow the organisation's governance, management and administration to keep functioning effectively.

Our Covid-19 Steering Group continued to co-ordinate Thera's response to the pandemic throughout the year, although it met less frequently with more of a focus on day to day working than on crisis response. Policy and practice were updated in line with regulations and guidance.

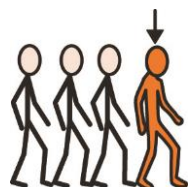
Despite the theoretical opportunities provided by the temporary closure of venues where local authorities commission support to beneficiaries in groups, the variable emergence from Covid-19 did not allow these to be taken forward as rapidly or as comprehensively as hoped.

Thera continued to support people with a learning disability to take advantage of further rounds of Covid-19 vaccinations as these were rolled out across the country.

We continued again to see the resilience and adaptability of beneficiaries facing further chaos and uncertainty, the immense hard work of our workforce already exhausted from twelve months of Covid-19 and the more support from partner organisations and individuals, including our investors. All of the above reminds us in particular of the passion and dedication of each member of our workforce in support of our beneficiaries, for which we are immensely grateful.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2022**

Promoting People's Place in Society



leader

Thera promotes the leadership abilities of people with a learning disability by employing them in senior roles within the organisation and offering them membership of their local Thera company. Thera also aims to support people to have a voice as citizens.

We are very proud of Jordan Allan, Service Quality Director for Thera (Scotland), who was nominated and shortlisted for the Power 100 List 2021! Here are a few words from an interview with him about the nomination.

"Jordan, how did it feel to be nominated and shortlisted on this year's power list?" "It was a huge honour for me to just be nominated to be on this year's Power 100 List. Last year, I loved looking at the people on the list and saw a lot of inspirational people. When I found out I had made it onto the list, I was extremely proud of myself for what I have achieved, and it is a real honour and privilege to be shortlisted for the Disability Power 100 2021"³

Kiran Kaur is Service Quality Director for the Camden Society (London) "I have been in post since September, 2021. It has been a very strange eight months - starting a new job in lock-down - but I have very much enjoyed my first few months In normal

³ Edited from Thera (Scotland)'s annual report

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

circumstances, I would be visiting people in their homes but, because of Covid-19 and the high infection rates in London, I have not been able to do this. I have been doing online meetings with some of the people we support and phone calls with other people. I have been asking about the support they receive and what they like and don't like about this. People have said that they are happy with their support but they missed their day-to-day activities. We also produce and send out our monthly newsletter, which shares what we have been doing and gives dates for our next meetings and events. I have produced a couple of blogs [and] produced and shared with the people we support fridge magnets with my contact details on. I have attended online senior management team meetings and face to face meetings such as directors' induction, board meetings and training sessions alongside the support staff, as well as completing my online learning. I have enjoyed being very involved in [a] tender process to support new people and I am looking forward to welcoming two new ladies in July. I have completed an annual plan and, as a part of that, I plan to do some work with the people we support to look at their dreams and hopes and how we can help them to achieve these.

The people we support are safe and well which is the most important thing, and I am looking forward to visiting them in their own homes very soon.”⁴

⁴ Edited from The Camden Society (London)'s annual report

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2022**



great

Individual (Direct) Support – Supporting People to Have a Great Life!

This is the main area of Thera's work. We aim to support people to achieve their ambitions, increase their independence and social / personal well-being with support in many aspects of their day-to-day lives, helping them to maintain a tenancy and build circles and networks of support in their local community.

Much of this aspect of Thera's work is intensive 24-hour support, to people with complex support needs, in their own homes and alongside them in their local communities. The impact of Thera's support sometimes seems only to be small steps but, over the longer term, great strides are evident.

Thera supports, helps, and encourages people in developing a range of practical life skills, to take an active part in their local community, in employment, education, hobbies and interests, for short breaks and on holiday. Thera also supports people who want only a small amount of support from us, as one part of their overall network of family, friends and support.

2021-22 saw a mix of continued restrictions as a result of Covid-19 mixed with the challenges of returning to something that looked like a new normal. Thera continued to have a significant impact for individuals whilst others were simply getting used to living an ordinary life once more.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2022**

‘Jim’ lived independently for seven years after his mum passed away. At the time, this changed his life; he had never lived alone before but wanted to give it a try. ‘Jim’ developed some vital skills to help him live alone, but he also still needed help to do some things.

‘Jim’ had good friends in the community and took a cleaning job at his local church. Life was good and ‘Jim’ was happy. Everyone in his town knew him and he would go out twice a day, every day, to do his shopping or catch up with friends and get his daily exercise.

Then Covid-19 arrived, and, like many others, ‘Jim’ was suddenly very isolated, afraid and alone, supported only by Thera. He had little understanding of why everything was suddenly closed and why he had to stay at home. He couldn’t see the people he cared about most in his community and he was heartbroken. Bit by bit, ‘Jim’s confidence and independence ebbed away and he became anxious and unwell. ‘Jim’s support worker realised things weren’t right and we worked to get him increased support hours and some medical care as he was experiencing confusion and disorientation and started getting lost when he did go out; but this still wasn’t enough.

After talking with his sister and others in his circle of support, he decided he would like to live with others, a huge decision that no one involved took lightly.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

‘Jim’ really wanted to stay in the town he knew well and knew about a shared house where the tenants had 24-hour support. ‘Jim’ visited and decided he wanted to move in. He chose wallpaper and paint for his room, moved in his favourite pictures and ornaments and went shopping for extras to make it his own.

Over time, ‘Jim’ became less anxious with people around him and new friends to chat with him and to help him. ‘Jim’ is keen to join in and help with the chores around the house, becoming ‘head of recycling and cake baking’!

Christmas, 2021 was the first time since ‘Jim’ had lived with his mum that he had people around him. He was grinning all morning and had a stocking for the first time ever. He opened presents with his new friends, helped cook Christmas dinner and had a special day.

‘Jim’ was supported to plan to regain enough confidence to walk into town by himself. He was supported to re-learn road safety and got a mobile phone for when he went out alone. He was really happy when he got his first call from a friend!

The impact for ‘Jim’ has been huge, in a year going from a poorly, anxious man with little confidence, to a spritely chap who nips into town most mornings, goes to church on Sunday, attends a regular coffee morning with his church friends and catches the bus to the next town to meet his sister. He has even booked a holiday and his circle

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2022**

of support said that they hadn't seen him this happy and confident in many years.⁵

Employment, Training and Social Enterprises

Unity Works Social Enterprises supports people with a learning disability with training and support into, and in, work. This includes working through its social enterprises - catering, gardening, warehousing and distribution, in addition to working alongside a number of Further Education colleges to support young people of 19-25 years to progress from vocational courses into employment. As well as its work in London, Unity Works' experience and expertise is now being shared more widely across the Group and they are developing tools to help other Thera companies support people into work.

Other supported employment programmes operate elsewhere in the Group.

A further year of Covid-19 pandemic restrictions continued to have a negative impact this area of Thera's work; in particular, on the social enterprises that operate in the hospitality industry.



employment

⁵ Edited from Thera South West's annual report

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

‘Charlie’ wanted to submit their own contribution to Unity Works’ annual report.

“I have finished a course called ‘Digital World: Skills for Employment’ about computers: computer safety, how to avoid being hacked or having your identity stolen, how to make videos and animations and I am doing ‘Am I Ready for Work’ and a well-being course ‘Staying Well: Heart and Bodies’. I decided to do these courses so that I could learn new skills that could help me get jobs. The other reason why is to learn how to stay safe on the internet and how to keep healthy.

I learnt that there are many ways that people can spam you or try and hack into your account, such as them pretending to be your friend online and sending you links/emails that are spam emails.

I also learnt that when making an application, like Twitter or YouTube, different colours mean different things, for example red on fast food stores increases your appetite so that’s why McDonalds uses it, to make you feel hungry. We watched a video about the things we should do when trying to make a YouTube video successful, by aiming for a specific audience. It made me very interested in learning to make my own YouTube videos.

It is good to learn new skills because they help you to get jobs and opportunities. It helps with doing the jobs too, because if you have certain skills it will make the jobs easier and more enjoyable because you will be better at it.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

The good thing about the support we get in Unity Works is the fact that they are really helpful and if you need help travelling to a place they are willing to do that which is really cool because not many other organisations do that. It's helpful to me because sometimes I can struggle with getting to places the first time I go there and also getting used to new situations and getting involved the first few days.

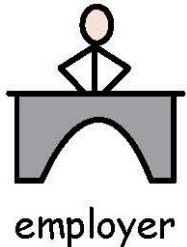
The support from Unity Works makes me more confident and able to get involved when I start a new job, like my first paid job last year. I find Unity Works is helpful when looking for jobs and making applications because they help you read through the questions and understand what the questions are asking.

I would recommend it because if you need help getting a job then Unity Works can help you find out what kind of jobs you want and stride forwards. They can help you look for jobs and fill out the CV and application form as well as help you at interviews.

I would say you should do a course with Unity Works because they are very informative, and they give you many essential skills that you will need to be more confident and employable.”

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2022**

An Employer's Contribution



We first began working with Bartlett Mitchell, a contract caterer, in 2019. They were really impressed upon visiting one of our cafés and offered one of our trainees a role as a breakfast chef; keen to help him develop in his career. We provided job coaching and talked to the team on site about the best ways to help their new colleague integrate and feel supported.

When the pandemic hit, their team were keen to use their time on furlough to develop their awareness of disability and we ran several online training sessions.

In 2021, with their sites now open, Bartlett Mitchell reached out again as they were looking for staff for a new location. We matched three suitable candidates and arranged a site tour and informal interview. Our candidates really impressed the team and were invited to do a work trial (a good reasonable adjustment for them to really showcase their skills). Two of the candidates were successful in being offered a job!

We provided job coaching to help them settle in and Bartlett Mitchell even invited one of the candidates' parents to visit; understanding how this would make her feel supported as it would be easier for her to describe her day to them once they had seen where she worked and met her new colleagues. We are in regular contact and continue to offer advice and guidance, such as attending reviews.

REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2022



business

Supporting Entrepreneurs



Thera supports people with a learning disability to set up their own business or community project, and we are applying skills learned from our Dolphins' Den project to new initiatives elsewhere in the Group.



housing

Housing Support

Forward Housing provides a housing brokerage service to help people with a learning disability find somewhere to live. We work with a number of housing associations and other housing providers to help people find a place of their own.

In addition, Forward Housing own, lease, and adapt property for people with a learning disability who are finding it difficult to find a house suitable to meet their specific needs.

Thera also provides support to people to move on from residential care accommodation to become tenants either in situ or in alternative accommodation.

'John' was referred to Thera through the NHS "transforming care" programme. This aims to improve the lives of adults with a learning

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

disability and/or autism who display behaviours that challenge by improving health and care services so that they can live in the community, with the right support, and close to home.

‘John’ is a young man who has significant and complex needs and adding a global pandemic to his transition only created additional pressures. His children’s care provider was “managing” him using physical interventions and restrictive strategies. He is tall, strong and energetic but cannot communicate verbally and can become agitated if he can’t make himself understood. He loves being outside, particularly using his trampoline and swing, and sensory stimulation is vital for his wellbeing.

Forward Housing sourced and found a suitable bungalow for ‘John’ which was refurbished to meet his needs. It is an exceptionally robust, open plan property with underfloor heating, recessed lights, toughened frosted glass in the lounge and integral blinds in the windows. All the rooms have waterproof, tanked floors and washable walls and his bedroom has partly padded walls. He has a large trampoline and a swing in the garden, plus an outside sink for water activities which help him manage his stress.

Due to the complexity of his needs, we were able to obtain a “disabled facilities grant” of £37k towards the cost of the property. ‘John’ was also given an additional grant to cover the cost of the swing and trampoline as well as for the purchase of ‘tough furniture’.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2022**

‘John’s family, social worker and wider circle of support have been involved every step of the way and his social worker commented “the efficacy of this support can be clearly seen by all who know ‘John’; his life has vastly improved across all areas and in particular in his health and well-being. The difference is tremendous, and we are now seeing a much happier, calmer and inquisitive young man. ‘John’ has been able to develop further independent living skills which have promoted his dignity, care and communication. He has been supported to successfully develop rapport and relationships with his support staff, which has allowed for work to be done with him for the first time e.g. personal care tasks. The skill through successful use of the positive behavioural support [approach] is further demonstrated by Thera not needing to use restraint with ‘John’. The practice seen is always the least restrictive and underpinned by clear values, which have led to trust and feelings of safety being developed with ‘John’.”⁶



Financial Advocacy and Corporate Appointeeship

Dosh provides specialist, person-centred financial advocacy and support to manage individual budgets and direct payments as well as corporate appointeeship services to individuals.

Howard had only recently been awarded enhanced mobility benefit. When Dosh became his financial advocate, it was noted that Howard

⁶ Edited from Forward Housing’s and Thera East Midlands’ annual reports

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

was not on the correct benefits. Dosh completed a PIP form with the assistance of his support workers. PIP assessed him as being entitled to enhanced mobility which means he was entitled to a Motability car.

Howard bought many magazines on cars and trains and lorries and tractors. These would be recycled several months later as he didn't have space to store so many. He never went outside his home town because he had so little 1:1 support and there wasn't time to get the bus or train anywhere in the few hours support he was getting, so his life revolved around a very small geographic area.

Now, with his car, his life has expanded. He buys far fewer magazines and spends his time instead on trips out to pursue his interests.

'Peter' has no support except for some help at the local social services drop-in centre. He had been unable to pay all his bills. Dosh was able to make sure his bills were paid through a "Dosh account". Dosh also helped organise a refund of council tax that 'Peter' had been mistakenly paying. He was then able to buy a new TV, Sky sports, a holiday to Butlins, a season ticket for football and a new fridge freezer.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2022**



Quality Assurance

The Quality Company provides peer quality reviews of formal care and support. These are carried out by Quality Assessors with a learning disability supported by Quality Partners. A written report is provided to the person themselves and to their care and support provider.



Michelle Mansfield is the chairperson of The Quality Company. Michelle has lived experience of learning disability:

“This was my first full year as Executive Chairperson of The Quality Company Limited. It has been a year of progress as well as challenges, managing the company through Covid-19 new contracts were agreed with staff from October, 2021, that reflect the value we place on them, with significant improvements in their pay and conditions. Continued staff training and development [saw] the introduction of four training sessions per month beneficial for the standard of [our] Quality Checks. We are working towards going back out to do face to face Quality Checks and] it is encouraging to see staff embracing technology, where they have participated in training events to learn about specific tools to help them carry out their role. Training around staff being able to spot the ‘soft signs’ of deterioration in people we are supporting has [also] been rolled out. As a result, we [now] have had a number of staff that will be part of a team that delivers training across the Thera Group.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2022**

The appointment of a Project Manager to evaluate, review and develop the quality checking process should help shape the process in the future for people who have support during the day and in the community. [We] continue to expand the Board and fill staff vacancies Sara [Lead Director] continued to do an excellent job raising our profile progressing initiatives both internally and externally in the care and support sector and in the communities in which we work.”⁷



Community Capacity Building

Thera works to build the capacity and capability of people's communities to be accepting and involving of their neighbours.

Equal Futures help build and sustain circles of support around individuals with a learning disability currently living with their family. Gig Buddies exists to tackle social isolation for people with a learning disability. This year, with the reducing and removal of restrictions, we had so many Gig Buddies stories to choose from!

Other companies in the Group also undertake work and specific projects aimed at community capacity. The role of Community Support Leader has this work as a key area of focus.

⁷ Edited form The Quality Company's annual report

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

Jason is in his late 20's. He has a learning disability, autism and epilepsy. He is non-verbal and has complex communication needs. He lives at home with his parents but will soon be embarking on a new and exciting chapter of his life moving into his own house with support.

Jason and his family have been involved with Equal Futures for five years and benefit from the friendly support of their local project coordinator developing a circle of support around Jason and his parents. This circle will help them through this transitional period and beyond. A short term "smart circle" will involve professional volunteers with experience in preparing and supporting people into their own home. Gently guiding the family through this exciting life event. Jason's circle of support will then continue to help him achieve his goals and make meaningful social connections.

Jason and his parents are included as part of a peer support network of other families in the area who are able to benefit from being invited to the regular social events Equal Futures arrange. These events allow the families to meet, chat and offer/receive support from peers in a welcoming environment. Volunteers also attend our social events which offer a relaxed and understanding environment for potential befriending matches to bloom. EF organised exclusive use of Amisfield walled gardens in Haddington for a summer event where Jason enjoyed taking part in a pizza making workshop and then finished off the afternoon harvesting goodies from the walled gardens with his parents to take home.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

It's World Autism Awareness Week and Joseph wanted to share his thoughts on Autism and Gig Buddies with Thera Trust.

"My main experience has been fantastic, I really like Gig Buddies, I think it's a brilliant organisation. You get to meet up with your volunteer, get out and have a good time. You make friends as well, you stick together, I love it and I'm glad that I'm a part of it.

The barriers I face are mainly crowds. I find crowds really difficult. You know when you're at the disco and it's dark and you don't know who's around you, you need to be careful in some places. A lot of autistic people are nervous to go out because the clubs and pubs are crowded. I feel that Gig Buddies help in removing these barriers. We all know each other, we have each other's numbers, it's secure and people are looking out for you. Fringing 9-5 was amazing, I loved it. I could say loads of good things about Gig Buddies, I think they're lovely people!"

In February, 2022, Thera East Anglia was awarded a grant from the Peterborough Think Communities Fund to deliver cookery courses to people with a learning disability. Now the project is underway and proving successful and popular!

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

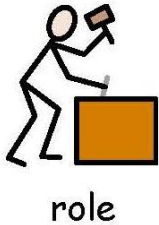
The grant funding from the Peterborough Think Communities fund has enabled people with a learning disability, supported by Thera East Anglia, to learn how to plan and prepare meals themselves and develop greater independence. Since the course started, staff have noticed improvements in the skills and confidence of the people supported. A parent of a person on the course said: “My thoughts on cooking; I honestly think it’s one of the best things you’ve done. She not only has learnt lots from this but it has made her more interested in the life skills of preparing and buying. Five stars from me, absolutely 100% brilliant.”

Staff and people supported at Thera East Anglia are really enjoying the course – particularly because it’s enabled them all to get back out into the community and try something new after a long period of relative isolation.

Thank you to the Peterborough Think Communities Fund for allowing this great project to go ahead!

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022



The Role of Thera Trust

Thera Trust is the parent charitable company of the Thera Group. It has several distinct roles:

- ✓ The guardian of Thera's Vision and philosophy
- ✓ As a registered charity overseeing the Group's charitable activities and resources
- ✓ The governing parent company of the other 31 companies in the Group
- ✓ In delivery of special charitable projects, research and co-ordination of group-wide fundraising
- ✓ In the provision of social investment grants to organisations and individuals
- ✓ A provider of central support functions to the Group

In its registered charity role, Thera Trust must fulfil its charitable objectives as set out in its governing document, operates for the public benefit and complies with charity law and uses its charitable resources in the best interests of its beneficiaries.

Thera Trust also provides support and advice to subsidiary companies offering people with a learning disability company membership of their local Thera company, in line with Thera's Vision. Matthew Smith and Jenny Garrigan, Directors of Quality and Involvement for Thera Trust, provide mentoring to Thera's paid executive directors with lived experience of learning disability in their

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2022**

leadership roles, as well as to the increasing number of non-executive directors with similar lived experience.

“My name is Matthew Smith. I wanted to follow on from last year’s annual report, when I talked a lot about the impact of Covid-19. We continue have in our minds the loss of people from Covid-19 and those who have been bereaved.

Whilst the rest of the UK population has been coming out of Covid-19 restrictions, in social care, people with a learning disability and their teams have continued to follow government guidance on the use of Personal Protective Equipment (PPE) and mask wearing. We are very grateful for people’s continued patience, as I know this isn’t an easy way to work or to be supported.

From the things we have learned through the pandemic, I have continued to be in touch with our Service Quality Directors and Executive Assistants through meetings online. However, we have now also been able to meet regularly in person, which is much better. This means that we are better connected than we have ever been!

I feel I am benefitting a lot from having Michelle and Sally co-chairing the Thera Trust board. We are also seeing new board members joining our board. We already have great people on the board and

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

this is making it even stronger. I am inspired by Michelle and she keeps me on my toes!

As things are settling down, and Jenny has been able to do a little less work towards policy and practice through the pandemic, Jenny and I have been able to work more closely together again. We have reviewed and developed our plans to ensure we meet Thera's strategic planning priorities. I feel I can use what I have learned through the COVID-19 pandemic to support others to develop and move forward with supporting the career development of our leaders with lived experience of learning disability.

We are looking forward to picking up again, talking to more people and organisations about leadership by people with a learning disability.”

As the parent company of the Thera Group, Thera Trust has overall responsibility for a variety of governance matters including the appointment of directors to company boards, the strategic planning and monitoring of the Group and a range of regulatory responsibilities.

Thera Trust aims to support people to have a voice as citizens and increasingly leads a range of specific charitable activities and projects. Thera Trust also leads the Group's fundraising efforts, drawing on skills and experience in other companies in the Group.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

We seek to influence and make a difference generally for people with a learning disability both locally and nationally.

Thera Trust also provides a range of specialist corporate functions to companies across the Group and can also provide services directly to individuals with a learning disability, such as payroll services to individuals who wish to employ their own staff.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022



location

Where Thera Works

During 2021-22, Thera companies continued to support people in many parts of England, in South Wales, in South East Scotland and the Highlands.

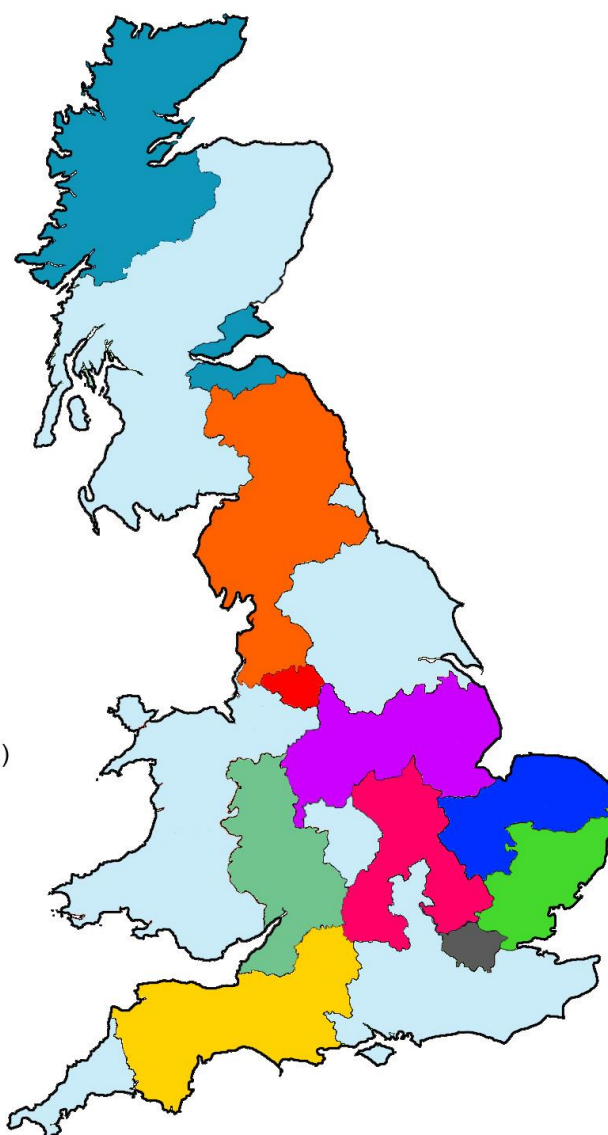
This map shows the areas that Thera covers:

Key

- Ansar Projects
- Aspire
- Thera East
- Thera East Anglia
- Thera East Midlands
- Thera North
- Thera (Scotland)
- Thera South West
- The Camden Society
- The Camden Society (London)

Specialist companies

Dosh
Equal Futures
Forward Housing
The Quality Company
Unity Works Social Enterprises



**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2022**



People with a Learning Disability Help Direct and Manage Thera

People who are supported by Thera have a lot of influence on how their Thera regional company is directed and managed, as well as leading the design and delivery of their own support.

People can be company members of their local Thera company, as can families / carers and staff; they are then consulted on a range of important issues that affect the organisation. Company members can also elect an independent director to represent their views on their local company board.

In addition, people with a learning disability are employed as paid executive directors and in a number of other posts across the Group. Directors with a learning disability are responsible for overseeing the quality of the work that Thera undertakes.

24

24

Thera is 24 Years Old!

Thera Trust was incorporated on 6 July 1998, as a not-for-profit company limited by guarantee and having no share capital. Thera started trading in August 1998, supporting five people in Cambridgeshire. Thera was registered as a charity on 18 January 2002.

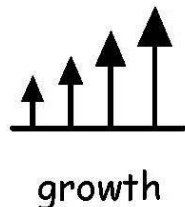
Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

The company was established under a Memorandum of Association which established its objects and powers and is now governed under an updated set of Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1. The total number of such guarantees at 31 March, 2022 was 12 (31 March, 2021: 13).

We are looking forward next year to celebrating a quarter century of promoting the leadership abilities of people with lived experience of learning disability!

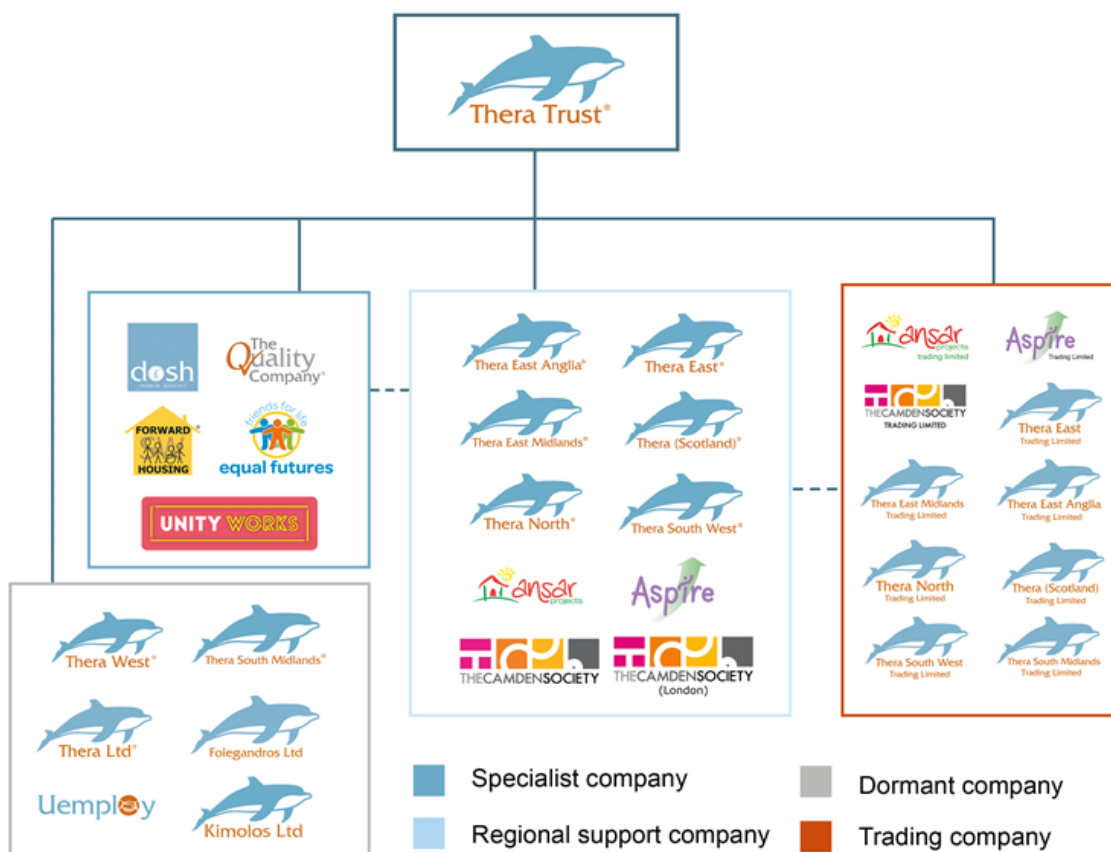
There are 32 Thera Companies!



As Thera has grown and developed, it has set up a group structure to continue supporting people through a number of smaller, locally focused subsidiary companies as well as with specialist services delivered through national companies. This means that the boards of individual companies are able to govern their company taking decisions which are aligned to the needs and wishes of their specific beneficiaries and customers, involving people with a learning disability in the direction and management of their local company and engaging closely with the local communities in which they work.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022



Previous annual reports have set out the history of each of the companies as part of the Group's development.

Following a review of dormant companies currently in the Group, and once final accounting entries have been made, applications will be made to strike off from the Register of Companies Thera West, Thera South Midlands, Folegandros, Kimolos and Uemploy.

Details of each individual company's activities and money can be found in their respective annual reports and accounts.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2022**



Leadership by People with a Learning Disability

Each regional company within the Thera Group has a paid Service Quality Director post on its board or senior management team, responsible for monitoring quality assurance and the design of new types of work as well as representing the views of people with a learning disability on the board and elsewhere and ensuring their influence on the organisation's decisions. These are paid executive roles.

Each Service Quality Director is expected to bring their experience of having a learning disability to the way the board leads the organisation. There are now posts for thirteen paid / remunerated directors with a learning disability across the Group. Some of Thera's specialist companies are also now considering such roles.

Other companies within the Group are also structured to ensure significant involvement of people with a learning disability as members, shareholders, directors, and staff.



Thera Employs Good Staff

At the end of the year, the Thera Group employed almost 3,100 staff (31 March, 2021 - 3,300), the majority of whom are support workers. The decrease largely reflects changes in the profile of the workforce as the country emerged from Covid-19.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

Our staff are the most important part of Thera and we take considerable pride in their achievements, their dedication, and the level of commitment they make every day in delivering high quality support to people. Individual Thera companies have continued to invest in staff by offering first class support, training and development, ensuring that they are capable and motivated to meet the needs of our beneficiaries.

*Wayne*⁸

“I joined (Thera Scotland) in November 2021, initially on a part time contract as I eased back into a work environment having not worked for the previous 5 years due to depression, anxiety and alcoholism. Becoming a support worker was a change of direction for me as I had previously worked in the hospitality industry for over 20 years. However, I believed I had a number of transferrable skills and Thera believed in me.

Right from the start, I was supported in my role by my line manager and indeed the local management chain. I realised very quickly that my own outlook in life, goals and aspirations were very aligned to those of Thera and the way we support people. I could also share with the people we support some of the challenges I used to keep myself motivated, including several walking challenges, virtually travelling around the UK. I am now able to do this with the people I support. They are taking part in a virtual walk around the North Coast

⁸ Edited from Thera (Scotland)'s annual report

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

of Scotland (NC500) receiving postcards along the route and a medal and t-shirt on completion.

Following the death of my mum just over 3 years ago, I took part in some charity fundraising in her memory. Thera have again supported me in utilising these skills to support me in raising money to purchase a wheelchair adaptable bicycle. I have raised over £500 so far and while still having a way to go, I am confident this is achievable.

I am now working full time with Thera (Scotland) and I am thoroughly loving my job; the buzz I get from supporting people is genuine and fantastic. I could not have imagined joining a better team and organisation. I am in quite possibly one of the happiest, safest and enjoyable periods of my life, I feel incredibly supported and valued in my role. I have even talked my dad into joining Thera (Scotland)!”

As befits an organisation with Thera's Vision, we are committed to ensuring that all job applicants and employees are treated fairly and valued regardless of gender, disability, race, age, marital status, sexual orientation, religion, colour, ethnic or national origin. We value diversity and social inclusion across all our activities and our recruitment process ensures that all applicants have equal opportunity for employment within the Group.



A number of companies in the Group have achieved the status of a Disability Confident Employer, which recognises that our systems

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

and processes are adapted to encourage the recruitment of staff with a disability and to support them in work.

As well as the now established staff awards scheme, which are under the control of our Employee Consultative Councils in several companies, individual companies continue to explore further initiatives such as long service awards. Thera Trust has continued to maintain its support of these schemes with a £50,000 annual investment.



Company News from 2021-22

Annual reports necessarily highlight key events, achievements, themes, and organisational matters. We should not though forget that, on a day to day basis, Thera now supports around 3,260 people with almost 3,100 staff. It remains the case that almost 6,400 people therefore rely on the organisation directly in one form or another; not counting people's families and community stakeholders! This is the core of what we do as you can read from the many stories from people we support and members of staff included throughout this report as well as in our Social Impact Report, individual company reports and through our various social media channels.

REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2022



specific

Some specific company news from last year is also worthy of report

As again, much of the year was dominated by the organisation's response to the pandemic, specific company news this year is more limited. A number of new leaders were appointed during the year.

We welcomed new Managing Director Chris Paul to Aspire. Bev Borkowski joined Thera Trust as Head of People Services and Martin Pilkington left the Thera Trust board to take up the role of Head of Governance for the Group.

Further news and stories can be found in the reports of each individual company.



money

Thera's Money

Thera's accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with Thera's Articles of Association, applicable law, and the requirements of the 'Accounting and Reporting by Charities, Statement of Recommended Practice' and FRS102⁹.

Thera's money in 2021-22 was once again dominated by the effects of Covid-19. Whilst there was some recovery in activity, overall,

⁹ Please note that some March, 2020 figures have been re-stated in relation to changed pension liabilities

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

underlying turnover was lower on a like for like basis compared to pre-Covid-19 results. Price inflation mitigated the effect of this and a reduced level of additional Covid-19 related funding was also secured. Once again, additional costs, albeit lower than last year, were incurred. Expenditure on personal protective equipment remained a feature but at lower levels, but the exceptional use of agency staff continued.

Thera's income in 2021-22 still continued to come largely from contracts with local authorities or NHS organisations. Contract income from these public bodies is largely on an individual basis, although the extent to which people with a learning disability themselves have a say in how their local authority spends money on their behalf varies considerably across the country. A limited amount of income continues to come directly from individuals supported by Thera, who are taking advantage of the control that Direct Payments and Individual Budgets gives them. Rental income again increased, reflecting largely annual rent reviews rather than, this year, any material increase in the number of investment properties provided by Forward Housing.

Group incoming resources in 2021-22 were £+78.5m. (2020-21 £+79.2m. restated). As well as reduced exceptional income, the decrease reflects change in the number and profile of people supported, offset only partly by price inflation. Exceptional Covid-19 related income of £+2.8m. (2020-21 £+3.8m.) covered exceptional costs of £-2.6m. (2020-21 £-3.9m).

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

During the year, the Group retained a surplus from its charitable activities of £+0.8m. (2020-21 £+1.7m.), before net exceptional income £+129k (2020-21 net exceptional costs £-410k restated). As a result, net income before changes in the value of investments and pensions was £+1.0m.

The Trustees undertook a review of the value of the donated value of part of its leasehold property, which indicated an increase in value of £+0.2m.

Actuarial gains on defined benefit pension schemes were £+0.6m.

As a result of all of the above, a net £+1.8m. was added to the Group's reserves at the year end.

Covenant EBITDA¹⁰ (before exceptional items) was £+1.9m. (2020-21 £+3.1m. restated).

Several companies in the Group - The Camden Society, Aspire Living, Equal Futures, Unity Works Social Enterprises and Forward Housing - are registered charities in their own right. Other than Forward Housing, each had reduced success in local fundraising activities, the details of which are reported separately in their respective reports and accounts.

¹⁰ Covenant EBITDA – earnings before interest, tax, depreciation and amortization and exceptional costs, which measures the company's operating performance, calculated here in line with Thera Trust bond terms and conditions.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

Net charitable income and reserves are applied by Thera to the benefit of people with a learning disability through the Group's wider charitable objectives. This may be through support to smaller companies in the Group or specific charitable projects. During the year, trustees again made a number of monetary grants to individuals to meet specific requests for financial support. Trustees have also maintained the discretionary fund to reward individual members of staff who demonstrate a particular contribution to the Charity's objectives.

Details of the results for each of our subsidiary companies can be found in note 15 to the accounts later in this document and in their individual separately published accounts.



investor

Investor Support

We're really pleased to continue to be supported by a range of individual and institutional investors and we continue to be grateful to all those organisations and individuals who have supported Thera by investing in our bonds.

In particular, we are grateful to Rathbone (Unit Trust Management), Rathbone Greenbank, Bridge House Estates, CAF Venturesome, Treebeard Trust, Big Society Capital, Tuixen Foundation and The Rafael Trust for their invaluable continued support, alongside many individual investors.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

During the year, these funds allowed the purchase of three new properties which provide tenancies for 9 people with a learning disability. Investment in these properties amounted to £1.2m. with a further £0.1m. being spent on improvements to the existing portfolio.

In addition to funds remaining from our charity bond issues in 2018 and 2020, we continue to have access to funding under our agreement with Cheyne Capital made available from their Social Impact Property Fund. These funds, along with charity bond funds, will continue to provide substantial opportunity for Forward Housing to make property available to individuals supported by other Thera companies with a consequent impact on turnover and trading surplus.



money

Reserves

The overall results for 2021-22 had a positive impact on the Group's reserves. Net assets at 31 March, 2021 were £+13.8m. (31 March 2021 £+12.0m. restated). Thera's reserves were made up as follows:

	£,000
Unrestricted Reserves (incl. Re-Valuation Reserve)	13,359
Designated Reserves	13
Restricted Reserves	428
Total Reserves at 31 March, 2022	13,799

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022



cash

Cash and Working Capital

At the year end, net current assets were £+11.3m (31 March, 2021 £+12.4m.). This decrease reflects a significant increase in debtors at the year-end as well as the purchase of investment properties. Local authorities struggled with their administrative systems through and following Covid-19 and work is being undertaken after the balance sheet to reduce the debtor balance to pre-pandemic levels.

Operating cash increased by £+0.3m. (2020-21 £+4.4m.) reflecting both the reduced overall trading results and reduced Covid-19 funding compared to the previous year. Overall cash therefore decreased over the year by £-2.0m (2020-21 increase of £+6.7m. including £5m. new bond funding) for the reasons outlined above.

Thera's Treasury Management Policy allows only ethical investment of cash balances in money market deposits, UK commercial paper or bonds or sterling certificates of deposit. Thus far monies have only been held on deposit given in particular the uncertainties present through the period of Covid-19.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022



well

Thera Uses its Money Well

Reserves Policy

Thera's Reserves Policy is for the Group's overall reserves to be neither too big nor too small and to be sufficient to meet the needs both of the whole Group and of individual companies within it.

Thera's reserves policy is based on an internal assessment of Group risk adjusted free reserves ("RAFR"). The policy assesses working capital adjusted for collectability of debtors, non-payment of creditors and cash available from financing against fixed assets and investments.

The policy aims to have RAFR equivalent to at least 3 months of budgeted Group turnover. For the year ending March 2023, based on budget turnover, RAFR should be £19.0m.

Charity free reserves were £+11.3m. RAFR were calculated at £+17.7m. at the year end. Reserves would need to increase by £1.3m. to meet the requirements of the policy during 2022-23.

In addition, Thera Trust's own charitable free reserves (cash at bank) were £+3.5m. at the year-end (31 March 2021 re-stated £+5.8m.). The charity's own free reserves are important because they emphasise Thera Trust's ability to be able to support individual entities or specific charitable activities.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

The updated Reserves Policy continues to allow Thera to:

- ✓ Continue to fulfil its charitable objectives
- ✓ Pay for emergencies and other events that it cannot plan for
- ✓ Make sure that there is flexibility in the running of the Group and for its development
- ✓ Provide money to pay for one-off things, such as grants to people
- ✓ Show to customers that the Group is financially strong
- ✓ Provide support to companies in the Group, or who wish to join the Group, should this be necessary
- ✓ Enable, alongside performance against financial covenants, the Group to redeem bond obligations in 2024 and 2026

It was expected that Thera's reserves would increase in future years such that the RAFR target would be met by March, 2024. However, financial performance in 2022-23 is proving problematic and this target is unlikely to be met.

Trustees have had regard to the above, and current and future year's budget and financial performance, as well as undertaking scenario modelling, and have reviewed material risks and uncertainties in determining that the accounts should be prepared on a going concern basis. As ever for social care providers, a material uncertainty is the level of funding, largely through price inflation, that local authority and NHS commissioners will agree in future years. In addition, an emerging risk after the balance sheet date is the decreasing availability of staff across the entire labour market leading to increase

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

in staff costs above the level of price inflation. This will keep continued pressure on Thera's ability to meet its reserves policy.

Several smaller companies in the Group have a negative balance sheet. These have arisen in general as those smaller companies started supporting people in a new area of work for the Group. In the case of The Camden Society and The Camden Society (London), instead this is as a result of longer term poor operational performance. Thera East Midlands has a deficit balance sheet as a result of the introduction of pension scheme liabilities which are explained later in this report.

Now that the restrictions from Covid-19 have eased, commissioning activity by local authorities is returning to some level of normality. It is still expected that companies will support more people in the future allowing balance sheet deficits to be eliminated over time. In the case of regional companies in this position, these will be a specific focus for development activity in the years ahead. Alternatively, Thera Trust will continue to support financially those entities which provide necessarily loss-making services to its beneficiaries.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022



finance

Financial Covenants

Thera had an obligation to perform positively against three key financial covenants¹¹. The following table shows that in the year to 31 March, 2022, Thera met each of the three covenants. Further details can be found on the investors page of our website.

	Target	Performance
Net Asset Cover	130%	237%
Interest Cover (EBIT)	250%	262%
Interest Cover (EBITDA)	300%	334%

Percentage performance against EBIT/EBITDA covenant targets was lower than the previous year as financial results returned to pre-Covid-19 levels. Revenue covenant performance in 2022-23 will be below target as price inflation is considerably lower than cost inflation and the exit from Covid-19 restrictions continues to prove problematic with considerable workforce challenges across the wider economy materially impacting the social care sector.

¹¹ Calculation of covenant EBIT/EBITDA is different to accounting EBIT/EBITDA. Details can be found on the investors' page of Thera's website

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022



Social Investment Policy

Thera Trust's Social Investment Policy allows Thera:

- ✓ To make social investment by way of loan and grant of contracts in accordance with the strategy of Thera Trust for providing services to individuals with a learning disability, their families and carers associated with the Thera Group
- ✓ To make loans and grants available to companies within the Thera Group
- ✓ To make programme related investments by way of grants or loans to organisations outside of the Thera Group

During the year, Thera committed to support the continued development of its smaller and charitable subsidiary companies with working capital as necessary in line with funding agreements within the Group and in line with this policy.

In particular, Thera Trust once again made social investment grants to The Quality Company, Equal Futures, and to Unity Works Social Enterprises, recognising their activities are specifically to advance Thera's charitable objectives.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2022**

Pensions Liability



The valuation of the Social Housing Pension Scheme in the year to March, 2020 was again impacted positively by a higher discount rate and lower inflation assumptions. In the year to March, 2022, there was also an improvement in the defined benefit liability. As a result, the net pension liability for this scheme has decreased from £-814k to £-253k.

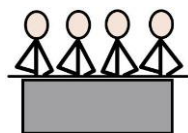
Annual additional deficit contributions continue to be made in line with a plan set by the Scheme's actuary.

A number of Thera companies participate in the Local Government Pension Scheme ("LGPS") for staff who have transferred under TUPE regulations. In all but one case, liabilities are effectively underwritten by the relevant local authority. In the remaining case, an employer-specific valuation is available, setting out the assets and liabilities attributable to Thera. Small changes have reduced the scheme deficit from £-825k to £-692k.

The combined liability of these two schemes reduces Group reserves negatively £-0.9m.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022



directors

Thera's Directors (Trustees)

Members of the board of directors, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report, are shown in the company information at the start of this report and accounts.

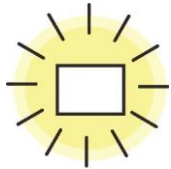
Thera Group is run by a team of executive trustees, each equally responsible for the overall strategic direction and performance of the organisation and one of whom has a learning disability. This structure serves our philosophy. It enables the director with a learning disability properly to say that they are at the top of the organisation and accountable directly to company members and beneficiaries. They are treated equally to colleague executive directors in terms of status and pay and have an equal status around the board table as an executive without their voice being filtered, and the equal team structures means that the leadership of the organisation is not represented by a single figurehead. There is no clearer demonstration of Thera's Vision and its commitment to it, both internally and externally. The status of the director with a learning disability in this structure provides leadership example, confidence and ambition for other directors with a learning disability across the Group and more widely, and also provides a clear focus for the cohesion of Thera's culture.

In addition, but less importantly, we recognise that the equal team has now effectively become an integral part of Thera's brand.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

New Thera Directors



new

Our Group Maturity Plan is designed to strengthen the governance and leadership arrangements of the organisation. This includes recruitment and development of more non-executive directors / trustees as well as empowering individual boards and their companies towards greater independence within the group structure.

During the year board activity consisted of a mix of face to face and hybrid or online meetings. The structure and pattern of board meetings was changed so that longer term focus on strategy was undertaken face to face, with routine governance and monitoring activities generally being discussed online.

Across the Group, our various boards can accommodate almost 100 unremunerated directors. We are constantly therefore on the look-out for non-executive directors / trustees to maintain the effective governance of the Group. We have continued to recruit both nationally and locally for directors / trustees, including people with a learning disability who wish to be unremunerated directors. In 2021-22, we've been delighted to welcome 15 new unremunerated non-executive directors / trustees, who broaden and increase the wide range of skills on our company boards.

We value the often unsung contribution that unremunerated directors/trustees make to the governance and leadership of the Group and to the interests of all our beneficiaries and staff.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

The Chairpersons from Thera's companies met both face to face and online during the year to share news and ideas about good governance, board development and organisational strategy. This forum continues to be invaluable for developing the maturity and communications of an increasingly complex group and as a support network for individual chairmen.



Thera makes sure that it has Good Directors

Recruitment, Induction and Training of Trustees and Directors - Nominations Committee.



The Nominations Committee consists of two non-executive and two executive trustees. Its primary role is to manage and monitor the appointment of directors (both executive and non-executive) across the Group.

New directors and trustees are recruited through a process of open and fair recruitment. Recruitment follows a formal interview with existing directors / trustees, people supported by the organisation and members of staff.

Directors and trustees undertake a formal induction process to ensure they know the organisation and its aims and are aware of their responsibilities. During the year, the ability for face to face induction remained limited and a series of mixture of face to face and online sessions was run instead.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

All directors and trustees are subject to references and DBS checks.

The Articles of Association of Thera Trust state that the Board shall comprise a minimum of four and a maximum of fifteen directors; of which there shall be a minimum of one executive director and a maximum of five. The executive directors and the non-executive directors must each include at least one person with a learning disability. A similar expectation is placed on the boards of other operating companies in the Group.

The Board continues to monitor its contingent and long-term succession plans, in particular for the Group Executive Team. Chairmen and boards of subsidiary companies are encouraged to ensure that succession plans are in place for their board and senior management teams also.



pay



pension

Unremunerated Directors Decide About Directors' Pay and About Thera's Pensions

Remuneration and Pensions Committee

The Committee consists of three non-executive directors, who independently determine the remuneration of executive directors of Thera Trust and of Thera's subsidiary companies. In its remuneration policy, the Committee takes account of good practice guidelines in setting executive pay, including the principles set out in the NCVO's April 2014 report on Charity Senior Executive Pay.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

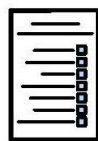
The Committee's approach recognises Thera's unique approach to leadership, and the equal executive team structure working at the top of the Group in line with Thera's Vision. In setting the remuneration of the Group's executive team, the Committee takes account of the breadth of its leadership roles, their professional and functional responsibilities and their shared responsibility for the overall strategic leadership of the organisation. These are considered against relevant and appropriate market data of group structures of comparable size and complexity, and the requirements of the organisation's strategic plan. The Committee has agreed a detailed methodology for setting pay rates and makes its decisions in the context of Thera's decisions on the pay of its entire workforce.

The Committee determined in 2021-22 that no increases would be made for Thera Trust's directors. The detail of salaries is disclosed in Note 8 to the accounts.

The Committee also has responsibility for ensuring that Thera has in place adequate and appropriate pension arrangements for its staff, for ensuring effective consultation arrangements are in place with staff and to consider and address any potential liabilities. A report to the Committee reviewing Thera's pensions arrangements was necessarily further delayed and will be considered during 2022-23. Further information on pension schemes across the Group can be found in notes 1(t) and 30 to the accounts.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

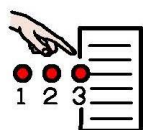


check

Unremunerated Directors Check Thera's Money

Audit and Risk Committee and Auditors

The Audit and Risk Committee comprises one director from the Thera Trust Board and one from a subsidiary board, an external finance professional acting in a non-executive capacity and the financial and operational advisors to the Board from amongst the Group Executive Team. There were vacancies on the Committee during the year. The Committee met four times during the year. The Committee has recommended the re-appointment of Sayer Vincent as the Group's auditors for the 2022-23 accounts.



audit

Imergo Limited took forward a limited internal audit programme of work during the year.



fundraising

Unremunerated Directors Help with Thera's Fund-raising

Thera Trust's fund-raising is overseen by the Fund-Raising Committee, comprising people from across the Thera Group. The Committee leads our drive to increase the amount of income earned from fund-raising.

During the year, Thera as a whole received almost £+0.3 m. (2020-21 £+0.4 m.) in grants, donations and gifts-in-kind which is targeted both at specific projects and in general support of our charitable objects. The reduction reflects both a reduction in fund-raising activity and the challenges of attracting charitable donations and grants in an

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

environment where there has been much greater and more diverse call for this across the country. This represents therefore only 1.6x return on costs of £-163k (2020-21, £-131k). The increase in fund-raising costs reflects further investment in the fund-raising team.

Charitable companies in the Group - Aspire Living, The Camden Society, Unity Works Social Enterprises and Equal Futures – have each undertaken their own limited fund-raising activity. They have made some use of their own staff resource to do so. There was no use of any commercial participator within Thera Group.

Fund-raising is delivered in a co-ordinated and centralised manner by in-house fund-raisers. Fund-raisers are focused on trust and grant income, which represents the vast majority of group fund-raised income currently, as well as laying the foundations for development of broader public fund-raising in the future.

All fund-raisers are expected to work in line with the Fundraising Regulator's Code of Fundraising Practice, which is used as a reference point by the fund-raisers when developing any new fund-raising activity or reviewing existing activity. We have no reported compliance issues and continue to review and update policies and procedures in line with the Code to ensure that compliance remains strong. We are registered with the Fundraising Regulator.

We do not undertake door-to-door, face-to-face or direct mail fund-raising and public fund-raising in general is currently very limited. As

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

a result, the risk of fund-raising in relation to vulnerable people is extremely limited. Fund-raisers work closely with the Thera Trust's Communications Team to ensure that fund-raising communications are easy to understand, respectful of potential donors, provide clarity about the cause and do not mislead in any way. As public fund-raising activity increases in the future, the fund-raisers are planning to develop training for volunteers and other staff across the Group to ensure they understand the standards we aim to uphold and what to consider when it comes to vulnerable people and fund-raising.

Trustees are not aware of any complaints in relation to fund-raising activities. We have clear processes in place as to how complaints will be handled should they arise.

Unremunerated Directors Talk with Thera's Staff

Thera's Vision states "Thera will respect the rights and wishes of people at work, at home and in the community". This demonstrates an approach not only to people supported by the organisation, but also to members of staff and volunteers.

Staff are able to engage formally with the organisation as company members alongside people supported and family members and by electing representatives to a company's Employee Consultative Council, a sub-committee of their Board, providing a direct line of communication between directors and the workforce.



talk

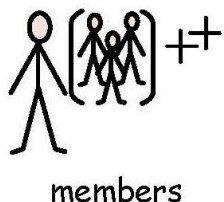
Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

Thera has an established Employee Consultative Council structure in most companies across the Group. Employee Consultative Councils in those Thera companies are chaired by an unremunerated director and consider a range of matters relating to Thera’s staff. This includes sharing important information about Thera and finding out what staff think about important decisions that may affect them or, in some cases, formal consultation processes about workforce change.

The Employee Consultative Councils are the main formal mechanism for ensuring that Thera delivers on its philosophy of involvement in relation to its staff and meets its obligations under the Information and Consultation Regulations 2005.

People with a Learning Disability will be Members of Thera



Thera Trust’s Membership Committee oversees the membership of the company in line with Thera’s Articles of Association. The Committee is chaired by Matthew Smith, Director of Quality and Involvement.

Thera’s founding aim was to be “an organisation directly controlled by people with a learning disability”. All the main operating companies in the Group now have an active company membership comprising people with a learning disability, families / carers, and members of staff.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2022**

At 31 March, 2022, there were 79 company members of various companies across the Group. A number of companies are actively engaged in increasing the number of their company members better to ensure control by, and involvement of, the people that they support.



work together

Engagement with Key Stakeholders

Thera's approach to stakeholder engagement is built into its very structure.

- ✓ We have small local and specialist companies in order that their boards can be close to beneficiaries (people with a learning disability and their families / carers) and members of staff and can engage with the local communities in which they work.
- ✓ Directors with lived experience of learning disability meet face to face with beneficiaries and staff during the year both to assess the quality of Thera's work and also to take feedback to the board. They speak for the interests of beneficiaries around the board table.
- ✓ We promote company membership in order that our beneficiaries have a measure of control over the company that provides their support or that employs them.
- ✓ On some boards, an independent director is elected directly by company members and in that role formally represents the interests of company members and beneficiaries in general to directors.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

- ✓ Employee Consultative Committees enable staff to engage directly with senior management and board directors.
- ✓ Thera Trust directors are represented on each subsidiary company board and therefore have direct contact with beneficiaries through the above mechanisms.

Thera is part of the Care Quality Commission's Market Oversight Scheme with regular quarterly reporting and meetings held during the year to discuss matters of mutual importance.

Subsidiary companies manage relationships locally with local authority and NHS stakeholders. This may be through provider fora or formal contract meetings.

Within the Group, boards engage with one another through the Chairs' forum and peer liaison groups as part of internal stakeholder arrangements crucial to the effective governance of the Group.

During the year, beneficiaries and staff were still involved in the appointment of executive and non-executive directors with face to face and virtual meetings, providing feedback to boards and Thera Trust's Nominations Committee. In some companies, beneficiaries and staff were directly engaged in the compilation of annual plans in meetings with board directors.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2022**



environment

Streamlined Energy and Carbon Reporting (“SECR”)

Thera is committed to good environmental practices and to operating in a sustainable manner in accordance with legislative requirements. It aims to raise awareness of our impact on the environment amongst the people we support and our staff and to work in an environmentally friendly manner.

Our policy is wholly to support and comply with, or exceed, the requirements of current environmental legislation and codes of practice.

Thera is committed to continual improvement in preventing and reducing pollution occurring from our activities, minimising waste, and ensuring the reuse and recycling of goods and materials. We aim to set and review environmental objectives and targets, minimise energy and water usage in our buildings, vehicles, and processes and to increase awareness of energy efficiency. Thera will seek to operate and maintain company vehicles with due regard to environmental issues and encourage the use of alternative means of transport and car sharing amongst our beneficiaries and our staff. As far as possible, we aim to purchase products and services that create the least damage to the environment and encourage others to do the same.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

For a third year, we have captured environmental data in the required format. We have been able to start to monitor our environmental performance year on year. The return to some form of pre-Covid-19 levels of activity has seen an increase in CO² emissions. Future years' comparisons will now be important.

Emission Type	Activity	2020-21			2021-22		
		kWh	tCO2e	% of total	kWh	tCO2e	% of total
Scope 1	Natural Gas	448,936	82.55	21%	462,492	84.71	17%
	Vehicle fuel	283,551	68.21	18%	353,349	83.65	17%
	<i>Sub-total</i>	<i>732,487</i>	<i>150.76</i>	<i>39%</i>	<i>815,841</i>	<i>168</i>	<i>34%</i>
Scope 2	Electricity	242,444	56.52	15%	252,098	53.53	11%
	<i>Sub-total</i>	<i>242,444</i>	<i>56.52</i>	<i>15%</i>	<i>252,098</i>	<i>54</i>	<i>11%</i>
Scope 3	Grey Fleet	718,047	176.81	46%	1,125,625	276.93	56%
	<i>Sub-total</i>	<i>718,047</i>	<i>176.81</i>	<i>46%</i>	<i>1,125,625</i>	<i>277</i>	<i>56%</i>
TOTALS		kWh	tCO2e	% of total	kWh	tCO2e	% of total
		1,692,978	384	100%	2,193,564	499	100%
Intensity metric: number of employees			3,301			3,500	
Intensity ratio: tonnes of CO2 per employee			0.12			0.14	
Outside of Scopes	Vehicle fuel					4.99	
	Electricity					26.94	

12

We have used the number of employees as the base measure for the intensity ratio of carbon usage as being most representative of the size of the organisation. The resulting intensity ratio will then best reflect changes in operation and energy consumption over time. We have followed the GHG Protocol Corporate Accounting and Reporting Standard and we have used the 2019 UK Government's Conversion Factors for Company Reporting. The energy efficiency narrative methodology has been created based on energy management best practice and we have used the financial control approach for the scope of this report.

¹² "Grey Fleet" refers to the use made by members of staff of their own vehicle for work purposes

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022



business

Related Party Transactions

Related party transactions are detailed in Note 11 to the accounts.



risk

Managing Risk

The Trustees have assessed the major risks to which Thera may be exposed through a risk management strategy, which is reviewed annually. Trustees review key and current risks at throughout the year.

Key risks which are inherent in the nature of Thera's work include the abuse or neglect of vulnerable people, a failure by one of our companies to comply with CQC fundamental standards or other regulatory requirements, or a failure to realise Thera's Vision.

The Group faces increasing risk to its ability to deliver its contracts and wider charitable activities and to its financial position from significant problems in the wider labour market. As reported last year workforce retention and recruitment has become increasingly difficult; an issue facing the entire health and social care system. Despite a pay increase in 2022-23 costing more than was able to be funded through price inflation, these challenges continue, not least because there are insufficient people in the labour market overall.

The social care market in which Thera operates continues to experience significant funding challenges as commissioners attempt

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

to reconcile increasing demand within a tighter funding environment. Thera supports people with a learning disability in the main who have a substantial and critical assessed need. Accordingly, these individuals are at a much lower risk of having their support reduced because of funding challenges, with local authorities and commissioners continuing to prioritise this area of spending. Like all care and support service providers, Thera is exposed to a range of external factors that may put pressure on continuing the provision of care and support to a person with a learning disability. However, the specialist area of the market in which Thera works benefits from much lower levels of this pressure, as it is in both the commissioning body and the individual's long-term interests to maintain continuity of support, particularly of the high quality that Thera provides.

Nevertheless, whilst the volume of activity is likely to be maintained or increased, there is a risk that public sector funding constraints may impact on Thera's ability to meet the increasing cost pressures in the labour market as described above.

The trustees have also identified inherent risks arising from:

- ✓ Smaller companies in the Group continuing to make a loss as a result of supporting too few people
- ✓ Continued challenges in public sector funding in the light of labour market cost inflation
- ✓ Not meeting financial covenants
- ✓ Damage to relationships with key customers

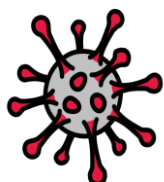
THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

- ✓ Loss of key leadership and management
- ✓ Personnel risk and regulatory intervention either by CQC / CI or the Charity Commission
- ✓ Litigation risk especially in relation to developments in employment law
- ✓ Changes in legislation and investment performance related to pensions

Trustees are satisfied that our companies have processes and systems in place to mitigate or minimise the incidence and impact of risks, acknowledging however that some remain outside the organisation's control. In particular, each company takes a pro-active approach to risk management and trustees / directors review current and significant risks at each of their meetings.

Thera Trust's Health and Safety Committee and those of subsidiary companies provide the formal mechanism for Thera jointly with staff safety representatives to fulfil their obligations under health and safety legislation and in line with their Health and Safety Policy.



COVID-19

Covid-19

The accounts to which this report relates are for the year ending 31 March, 2022. There have been several periods of time during which Thera's activities have been disrupted or curtailed. During the year, Thera has maintained and constantly reviewed policy and guidelines in line with legal and regulatory requirements. Sufficient supplies of

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

personal protective equipment were secured and maintained throughout the year. Governance, management and administrative activity was facilitated and maintained with access to online meeting facilities.

Throughout the year, a number of Thera's areas of work have needed to reduce in volume or to be suspended entirely, albeit to a lesser extent than in the previous year. These included support to people in the community, support to people in venues where people congregate, social enterprise cafes / shops / warehouses and short break services.

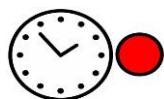
Since the balance sheet date, many of these specific factors have eased materially. However, a number of secondary issues have emerged, consequent upon the previous two years. Labour market shortages have been widely reported and are referenced elsewhere in this report. These have impacted on operational costs. In addition, the increasing costs of employing staff are not being fully covered by price increases awarded by local authority customers. Some local authorities have reverted to, or changed, payment amounts for certain contracts leading to shortfalls in income. There is an increase in the extent of loss-making or low-margin contracts. Referrals to vacant tenancies in households where Thera supports people have not returned to pre-Covid-19 levels, again leading to shortfalls in income against cost. General commissioning activity by local authorities in some parts of the country has also not returned to pre-

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

Covid-19 levels. This has impacted adversely overall on Thera's financial position in 2022-23.

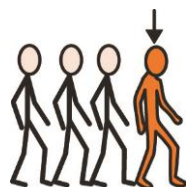
The directors continue to ensure that they act in line with regulations, and guidance. Policy and guidance has continued to be issued accordingly and specific risks relating to Thera's work arising from Covid-19 are regularly reviewed and responded to accordingly as necessary.



later

Since the Year End

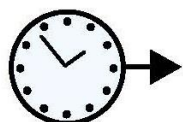
New Leaders



leader

We've been delighted to welcome Nicola Coote and Priya Oomahdat to Thera Trust's board of trustees.

As part of a more general leadership succession strategy, we've also been delighted to appoint Lorna Weston MBE as Group Leader Director – Operational Support and both Sara Danby and Andrew Bright as Group Lead Director – Quality and Involvement.



future

The Future

Following continued curtailment of strategic plans during the year, the list of future activity is longer than usual as the Group seeks to catch up on its ambitions.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022



strategy

Strategic Direction

We continue to remember that our first responsibility is to the people we support, their families / carers and our staff and the coming years will continue to see us focus first and foremost on them. The trustees of Thera Trust have again reviewed the organisation's strategic direction and made some changes focussing on developing our people and culture strategy. Much of the focus over the next twelve months is likely to be on ensuring the availability of sufficient skilled and experienced staff to provide day to day care, support and services to our beneficiaries.

As reported last year, so too this year - progress with our strategy since the end of the year has continued to be disrupted as a result of Covid-19. In general, this has meant some further delay to certain strands of activity rather than fundamental disruption or change.

In particular, we will continue to use funds from our charity bonds and from Cheyne Capital to provide "an ordinary house on an ordinary street" to those with a learning disability who need an adapted property in which to live. Our plans remain in place which aim to re-provide existing residential care services or otherwise inappropriate accommodation to enable individuals to take up a tenancy, some for the first time, and to live in property more suited to their needs and aspirations.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022



money

Thera's Money

In the light of the sector workforce issues outlined above, Thera's is expected to make a loss overall in 2022-23. A return to surplus is expected in 2023-24 based on supporting more people and a resultant increase in turnover. This does though assume that the cost / price inflation gap is addressed in 2023-24 from more realistic price increases from local authority customers.

Trustees will therefore need to review the Reserves Policy and are likely to delay the date of achieving target reserves by a couple of years. Turnover in 2022-23 is nevertheless expected to exceed £80m. but covenant EBITDA for 2022-23 will fall short of target.

Cash will continue to be invested in line with Thera's Treasury Management Policy.

Forward Housing continues to have a healthy pipeline of demand for properties and will continue to acquire and develop property using bond funds. Thera may also consider the issue of further charity bonds to meet this demand, subject to affordability.

At the time of writing, the Government has announced further an increase in the national living wage for 2023-24 of 9.7%. There will be other increases in the London Living Wage and Scottish Living Wage. 2023-24 is expected to see require price increases of at least 10.4% as a result. It is uncertain the extent to which this will be able to be funded by contract price increases. In the alternative, trustees

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

have agreed a laddered cost reduction plan to address the risks of any shortfall.

Disclaimer

The content of this report and, in particular, the financial information and any forward-looking statements, is provided for information. Except where stated otherwise, the financial information is unaudited and may be subject to change. As a result, the information should not be relied upon to make investment or any other decisions

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

This section explains that the directors have told the Auditor everything they should and that they have worked within the law.

DISCLOSURE OF INFORMATION TO THE AUDITOR

Each of the persons who are directors at the time when this Directors' Report is approved under Section 418 of the Companies Act 2006 has confirmed that:

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

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2022

This section asks the Company Members to agree that the Auditor, Sayer Vincent Limited, be chosen again as the company's Auditor.

RE-APPOINTMENT OF AUDITOR

In accordance with s.485 of the Companies Act 2006, a resolution is to be proposed at the Annual General Meeting for the reappointment of Sayer Vincent LLP as auditor of the Company.

The report of the directors and trustees, which includes the strategic report, has been approved by the trustees on 19 December 2022 and signed on their behalf by:

Simon Conway
Trustee / Secretary

Jennifer Garrigan
Trustee

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

This page explains that the Auditor is reporting that the accounts give a true and fair view of the company and that they are put together as the law says they should be put together.

OPINION

We have audited the financial statements of Thera Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the consolidated and parent charitable company statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's and parent charitable company's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

This section explains that the Auditor has audited (checked) the accounts and that they are reporting to Company Members.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent 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 Thera Trust's ability to continue as a going

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

OTHER INFORMATION

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group 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.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

This section explains that the Auditor must tell us if they are unhappy with how the directors managed the company.

The Audit report says that there is nothing bad the Auditor wishes to report to Company Members.

OPINIONS ON 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 trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit,

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

we have not identified material misstatements in the trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company 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.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

**Trustee Directors' responsibilities are explained on page 5.
This page explains that it is the Auditor's responsibility to audit (check)
the accounts as the law says they should.**

RESPONSIBILITIES OF TRUSTEE DIRECTORS

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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 group's and the parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

This page explains how the Auditor checks the accounts.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

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

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

CAPABILITY OF THE AUDIT IN DETECTING IRREGULARITIES

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, internal audit and the audit committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

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

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

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 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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.

Jonathan Orchard (Senior statutory auditor)

20 December 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

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

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

You will see that this report and accounts also includes accessible information so that the directors of Thera Trust are ensuring that all Company Members, including those with a learning disability, are able to fulfil their duties in law including to receive the accounts and to appoint the directors and Auditor.

The law does not say we must provide this information, but Sayer Vincent LLP says it is in line with the statutory report and accounts.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

SUMMARY OF MONEY

For the year ended 31 March, 2022

What we have earned and what we have spent: £

Money in	78,536,590
What we spent on staff	(63,320,081)
Other money spent	(14,259,314)
Revaluation of houses	196,366
Pension valuation	631,000
What is left over from the year	<u>1,784,561</u>
Money we got in more than money we spent	<u>1,784,561</u>

What Thera Trust has at 31 March, 2022: £

Land, houses and buildings	1,588,042
Equipment	844,890
Investment properties	10,785,905
Investments	72,868
Stocks we own	6,731
How much cash we have in the bank	5,756,316
What we are owed by others	13,489,086
What we owe to others	<u>(18,744,333)</u>
Net amount Thera Trust has at 31 March, 2022	<u>13,799,505</u>

THERA TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(incorporating an income and expenditure account)

for the year ended 31 March 2022

				2022		Restated	Restated
	Note	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Income from:							
Donations and grants	3	199,254	55,634	254,888	215,925	188,938	404,863
Charitable activities							
Supporting people with a learning disability	4	73,323,093	483,021	73,806,114	72,569,688	394,395	72,964,083
Rental income	4	1,694,590	-	1,694,590	1,508,425	-	1,508,425
Investments		9,129	-	9,129	9,270	-	9,270
		<u>75,226,066</u>	<u>538,655</u>	<u>75,764,721</u>	<u>74,303,308</u>	<u>583,333</u>	<u>74,886,641</u>
Exceptional income	14	-	-	-	545,105	-	545,105
Covid-19 exceptional income	5	2,771,869	-	2,771,869	3,760,957	-	3,760,957
Total income		<u>77,997,935</u>	<u>538,655</u>	<u>78,536,590</u>	<u>78,609,370</u>	<u>583,333</u>	<u>79,192,703</u>
Expenditure on:							
Charitable activities							
Raising funds	7	163,224	-	163,224	130,705	-	130,705
Supporting people with a learning disability	7	74,332,926	440,118	74,773,044	72,499,791	602,301	73,102,092
Exceptional items	7	54,976	-	54,976	272,990	-	272,990
		<u>74,551,126</u>	<u>440,118</u>	<u>74,991,244</u>	<u>72,903,486</u>	<u>602,301</u>	<u>73,505,787</u>
Covid-19 exceptional expenditure		2,588,151	-	2,588,151	3,897,691	-	3,897,691
Total expenditure		<u>77,139,277</u>	<u>440,118</u>	<u>77,579,395</u>	<u>76,801,177</u>	<u>602,301</u>	<u>77,403,478</u>
Net income / (expenditure) before net gains / (losses) on investments		858,658	98,537	957,195	1,808,193	(18,968)	1,789,225
Net gains / (losses) on investment properties	14	196,366	-	196,366	(564,553)	-	(564,553)
Net gains on fixed assets	13	-	-	-	63,900	-	63,900
Net income / (expenditure) for the year	6	1,055,024	98,537	1,153,561	1,307,540	(18,968)	1,288,572
Transfers between funds	23	55,539	(55,539)	-	(26,836)	26,836	-
Net income before other recognised gains / (losses)		1,110,563	42,998	1,153,561	1,280,704	7,868	1,288,572
Net actuarial gains / (losses) on defined benefit pension schemes	30	631,000	-	631,000	(865,000)	-	(865,000)
Net movement in funds		1,741,563	42,998	1,784,561	415,704	7,868	423,572
Reconciliation of funds:							
Total funds brought forward		11,630,325	384,619	12,014,944	11,214,621	376,751	11,591,372
Total funds carried forward	23	<u>13,371,888</u>	<u>427,617</u>	<u>13,799,505</u>	<u>11,630,325</u>	<u>384,619</u>	<u>12,014,944</u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 23 to the financial statements.

THERA TRUST
BALANCE SHEETS
as at 31 March 2022

COMPANY REGISTRATION NUMBER 03593418

		Group		Charity	
	Note	2022	2021	2022	2021
		£	£	£	£
Fixed assets:					
Tangible assets	13	2,432,932	2,577,047	1,345,789	1,407,784
Investment properties	14	10,785,905	9,271,210	-	-
Investments		72,868	72,868	-	-
		13,291,705	11,921,125	1,345,789	1,407,784
Current assets:					
Stocks		6,731	3,060	-	-
Debtors (including those due in more than one year)	17	13,489,086	11,412,675	21,794,068	17,197,870
Cash at bank and in hand		5,756,316	7,743,943	3,490,898	5,751,516
		19,252,133	19,159,678	25,284,966	22,949,386
Current liabilities:					
Creditors falling due within one year	19	(7,910,691)	(6,808,442)	(1,715,395)	(2,380,031)
Net current assets		11,341,442	12,351,236	23,569,571	20,569,355
Total assets less current liabilities		24,633,147	24,272,361	24,915,360	21,977,139
Long term liabilities:					
Creditors falling due after one year	21	(9,888,362)	(10,618,146)	(12,350,747)	(12,263,096)
Net assets excluding pension liability		14,744,785	13,654,215	12,564,613	9,714,043
Defined benefit pension scheme liability	30	(945,280)	(1,639,271)	(252,763)	(814,235)
Total net assets		13,799,505	12,014,944	12,311,850	8,899,808
Funds:					
Restricted income funds		427,617	384,619	188,963	133,055
Unrestricted income funds:					
Designated funds		13,006	39,729	13,006	24,729
Revaluation reserve		1,150,629	964,473	54,867	54,867
General funds		12,208,253	10,626,123	12,055,014	8,687,157
Total unrestricted funds		13,371,888	11,630,325	12,122,887	8,766,753
Total funds	23	13,799,505	12,014,944	12,311,850	8,899,808

Approved by the trustees on 19 December, 2022 and signed on their behalf by

Simon Conway
Trustee

Jennifer Garrigan
Trustee

THERA TRUST

CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended 31 March 2022

	Note	£	2022 £	£	2021 £
Net cash provided by operating activities	24		296,519		4,436,568
Cash flows from investing activities:					
Proceeds from the sale of fixed assets		250	-		
Proceeds from the sale of investments		-	11,005		
Proceeds from sale of investment properties		-	974,105		
Purchase of fixed assets		(275,567)	(207,730)		
Interest received		9,129	8,765		
Payments to acquire investment properties		(1,318,329)	(695,479)		
			(1,584,517)		90,666
Cash flows from financing activities:					
Repayments of borrowing		(74,201)	(2,257,395)		
Receipts from issue of new bonds		-	5,000,000		
Repayments of obligations under a finance lease		(51,089)	(55,975)		
Interest paid		(574,339)	(560,587)		
Net cash (used in) / provided by financing activities			(699,629)		2,126,043
Change in cash and cash equivalents in the year			(1,987,627)		6,653,277
Cash and cash equivalents at the beginning of the year			7,743,943		1,090,666
Cash and cash equivalents at the end of the year	25		5,756,316		7,743,943

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

1 Accounting policies

a) Statutory information

THERA Trust is a charitable company limited by guarantee and is incorporated in the United Kingdom (England and Wales). The registered office address is 134, Edmund Street, Birmingham, B3 2ES. The operating address is The West House, Alpha Court, Swingbridge Road, Grantham, NG31 7XT. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

b) Basis of preparation

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

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

These financial statements consolidate the results of the charitable company and its wholly-controlled subsidiaries ("the group") on a line by line basis. Transactions and balances between the charitable company and its subsidiaries have been eliminated from the consolidated financial statements. Balances between the companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in Sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees of the charitable company ("the Trustees") consider that there are no material uncertainties about the charitable company's ability to continue as a going concern as discussed in more detail within the Trustees' Annual Report.

The Trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Government & local authority assistance

Government assistance in the form of Coronavirus Job Retention Scheme and Job Support Schemes is recognised as income when an eligible claim has been submitted.

Other government and local authority grants are recognised at fair value when the company has entitlement after any performance conditions have been met, the receipt is probable and the amount can be measured reliably.

f) Income

All income is included in the consolidated Statement of Financial Activities (SoFA) when the Group is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Income represents contracts with Local Authorities, NHS and other organisations and individuals, to provide support to people with a learning disability, along with grants, donations, recharges and rental income.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

1 Accounting policies (continued)

f) Income (continued)

Donations

For donations to be recognised, the Group will have been notified of the amounts and the settlement date in writing unless otherwise stated in the relevant accounting policy or note. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the group and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the Group has control over the item. Fair value is determined on the basis of the value of the gift to the Group, for example the amount the Group would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' annual report.

Supporting people with a learning disability

Income from supporting people with a learning disability is recognised as income when the support is provided.

Fees for care, support and services comprise income receivable from health authorities and social services departments under contracts for the supply of care, support and services, fees receivable from individuals for domiciliary or residential care and other services to people with a learning disability.

Work is undertaken on a contractual basis and any income is recognised in accordance with the terms of the contract. In general terms, this means that income is recognised as support is provided.

Investment income

Investment income is earned through holding assets for investment purposes such as property. It may include dividends, interest or rent. It is included when the amount can be measured reliably. Interest income is recognised using the effective method and rent income is recognised as the group's right to receive payment is established.

Grants

Grants receivable are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

The prior year figures have been restated to reclassify the grants that relate to charities activities.

Other income

Other income comprises charges for the provision of office accommodation, provision of management services, re-charged service costs and other sundry income.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the group; this is normally upon notification of the interest paid or payable by the bank or other deposit taker.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

1 Accounting policies (continued)

h) Fund accounting

Funds held by the group are unrestricted general funds (other than those otherwise disclosed). These are funds which can be used in accordance with the charitable objects at the discretion of the Trustees or the trustees of its charitable subsidiaries.

Restricted funds

Restricted funds represent grants and donations received which are allocated by the donor for specific purposes.

Unrestricted funds and designated funds

Unrestricted funds represent funds that are expendable at the discretion of the Trustees or the trustees of its charitable subsidiaries in the furtherance of the objects of the group. Such funds may be held in order to finance both working capital and capital investment.

Designated funds are those funds which are unrestricted in nature but which have been designated by the Trustees or the trustees of its charitable subsidiaries to be used in a particular manner.

i) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Expenditure on charitable activities
- Other expenditure represents those items not falling into the categories above

Charitable expenditure comprises those costs incurred by the group in the delivery of activities and services for its beneficiaries.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the group and include audit fees.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity comprise both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT

The group is unable to recover all of the VAT payable by it. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

j) Taxation

Thera Trust, Forward Housing SW, The Camden Society, Unity Works Social Enterprises, Equal Futures and Aspire Living are exempt from income tax and capital gains tax under Section 505 ICTA1988.

k) Operating leases

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

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

1 Accounting policies (continued)

l) Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. The cost less the estimated residual value of tangible fixed assets is depreciated over their estimated useful lives as follows:

• Freehold land is not depreciated	
• Freehold buildings	2 - 4% straight line
• Leasehold buildings	Straight line over the lease term
• Leasehold improvements	Straight line over the lease term
• Office equipment	20 - 33.3% straight line
• Furniture and fittings	20 - 33.3% straight line

Where fixed assets have been revalued, any excess between the revalued amount and the historic depreciated cost of the asset will be shown as a revaluation reserve in the balance sheet.

m) Investment properties

Investment properties are included at fair value. Any gain or loss on sale or revaluation is taken to the Statement of Financial Activities. Realised gains and losses are calculated as the difference between sales proceeds and original cost. Unrealised gains and losses of the year are calculated as the difference between the fair value at the year end and the opening fair value or purchase date if later. No depreciation is charged on investment properties in accordance with the Charities SORP.

n) Investments in subsidiaries

Investments in subsidiaries are at cost.

o) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount pre-paid.

p) Leasing and hire purchase commitments

Rentals payable under leases or hire purchase agreements are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

q) Cash at bank and in hand

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible into known amounts of cash with insignificant risk of change in value. Cash balances exclude any funds held on behalf of service users, see note 18.

r) Creditors and provisions

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

s) Financial instruments

The charitable group enters into only basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties and loans from related parties. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

1 Accounting policies (continued)

s) Financial instruments (continued)

The bonds issued by the parent charitable company included within creditors are basic financial instruments and are initially measured at the transaction value and subsequently at redemption value. The interest payable is charged as a financing cost to the Statement of Financial Activities on the date it is due for payment. The transaction costs in respect of setting up each bond are included within the balance sheet as a net adjustment to the liability and then spread over the life of the bond (after the bond is formally closed) and charged as a financing cost to the Statement of Financial Activities.

t) Pensions

Defined benefit multi-employer schemes

Thera East Midlands participates in the Nottinghamshire County Council Local Government Pension Scheme, Aspire Living participates in the Worcestershire County Council's Local Government Pension Scheme, The Camden Society participates in the Oxfordshire Pension Fund and Thera South West participates in the Wiltshire County Council's Local Government Pension Scheme. These are defined benefit schemes. Contributions to the schemes are charged against net income in the period in which they are payable. The pension charges are based on a full actuarial valuation as disclosed in the relevant note to the financial statements. Contributions for these schemes are set by a qualified Actuary.

Thera Trust participates in The Pensions Trust Social Housing Pension Scheme (DB). Thera Trust, Thera East, Thera East Anglia, Thera East Midlands, Thera North, Thera South West and the Camden Society also participate in the NHS Pension Scheme which are defined benefit schemes. Contributions to both schemes are charged against net income in the period in which they are payable. The pension charge is based on full actuarial valuations as disclosed in the relevant note to the financial statements. Contributions for the NHS Pension scheme are set by the Government Actuary.

Defined contribution schemes

Some of the Group's companies (Thera Trust, Thera North, Thera East, Thera East Anglia, Thera East Midlands, Thera (Scotland), Thera South West, Forward Housing and Dosh (and Kimolos in the previous year)) participate in The Pensions Trust Ethical Fund. The scheme is a defined contribution scheme and the pension charge represents the amounts payable by each company to the fund in respect of the year.

Thera Trust and Aspire Living participate in The Pensions Trust Social Housing Pension Scheme (DC) and contributions are charged against net income in the period in which they are payable. The scheme is a defined contribution scheme and the pension charge represents the amounts payable by each company to the fund in respect of the year.

The Quality Company participates in the Flexible Retirement Plan TPT. The scheme is a defined contribution scheme for the benefit of its employees and the pension charge represents the amounts payable by each company to the fund in respect of the year.

Aspire Living participates in a Group Personal Pension Plan administered by Clerical Medical. The plan is a defined contribution scheme and the pension charge represents the amounts payable by the company to the fund in respect of the period.

The Camden Society participates in a group personal pension plan administered by AEGON. The plan is a defined contribution scheme and the pension charge represents the amounts payable by the company to the fund in respect of the period.

Equal Futures and Aspire Living Limited participate in the government's NEST pension scheme. The plan is a defined contribution scheme and the pension charge represents the amount payable by each company to the fund in respect of the period.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

t) Pensions (continued)

Some of the Group's companies (The Camden Society, The Camden Society (London), Unity Works Social Enterprises, Ansar Projects, Thera East Midlands and The Quality Company) participate in The People's Pension Fund. The plan is a defined contribution scheme and the pension charge represents the amount payable by each company to the fund in respect of the period.

In 2010 Forward Living, a company limited by guarantee, which has since been struck off the register of companies, ceased to participate in The Pensions Trust Growth Plan. As a result a contingent liability was triggered amounting to £86,569 for which Thera Trust acts as guarantor.

u) Parent charity and financial support

An Intra-Group Agreement exists between Thera Trust and twenty eight of its subsidiaries. This Intra-Group Agreement incorporates a Funding Agreement, which allows Thera Group companies to benefit from the movement of funds around the Group. Each subsidiary, other than The Camden Society, Equal Futures and Thera Limited, has acceded to this Intra-Group Agreement with Board approval. In addition to this, Thera Trust and its subsidiaries have all individually agreed not to demand the repayment of any inter-company borrowings within twelve months of the date on which the balance sheet is signed. Any amounts due to or from Group companies that have been shown as due within one year relate to balances arising from operational activities and gift aid. A market rate of interest has been charged on balances between group companies.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

2 Judgements in applying accounting policies and key sources of estimation uncertainty

The trustees of the charitable company make estimates and assumptions concerning the future. Management are also required to exercise judgement in the process of applying the charitable company's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

Management have considered whether Covid-19 has impacted on any areas of estimation in reporting these accounts. Other than the general background uncertainty created by Covid-19's economic impact, management do not believe that it impacts on any specific aspects of the numbers reported in these accounts.

In preparing these financial statements, the Trustees have delegated authority to management to make the following judgements:

Group financial support

The trustees have assessed the group's financing needs under the Intra-Group financing agreement for the next 12 months. Having made that assessment, the Trustees have provided assurance to the directors of all the subsidiaries within the Thera Group that have acceded to the Intra-Group Agreement, as referred to above, that adequate financing is in place to meet the group's financing needs. This has enabled the directors of these subsidiaries to confirm that management can prepare the accounts on a going concern basis.

Even though The Camden Society and Equal Futures have not acceded to the Intra-Group Agreement, Thera Trust agrees to financially support these subsidiaries.

Leases

Management determines whether leases entered into by the company either as a lessor or a lessee are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis based on an evaluation of the terms and conditions of the arrangements, and accordingly whether the lease requires an asset and liability to be recognised in the balance sheets.

Investment properties - owned

Investment properties owned by Forward Housing SW, The Camden Society and Aspire Living Limited are valued based either upon vacant market possession, where appropriate, or upon the then current and future rental yields on properties where a lease to a Registered Housing Provider is currently in place.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

2 Judgements in applying accounting policies and key sources of estimation uncertainty (continued)

Recognition of leased investment properties at donated value

By way of a Framework Agreement between Touchpoint Housing (FH) S.A.R.L. (a subsidiary of Cheyne Capital), Thera Trust and Forward Housing completed in July 2015 and a variation to the Agreement effective from 31 March 2017, Forward Housing had control at 31 March, 2022, over a portfolio of 65 (2021: 61) properties. These are by way of a 20 year, renewable lease, with the start date being the date of purchase (the earliest dates commencing in 2015) with the right to purchase at the end of the lease. These were sub-leased to Empower Housing Association, a Registered Housing Provider who granted assured tenancies in the properties to people with a learning disability.

The Trustees have reviewed the accounting treatment of this portfolio and have decided to recognise an asset on the balance sheet. The asset represents the economic benefit inherent in the sub-leases measured at fair value by the trustees on the basis of the net present value of future cashflows. The trustees will assess the fair value of the asset at each balance sheet date with changes in fair value being reflected in the Statement of Financial Activities. Changes in the fair value will be affected by the changes in the rate of the Consumer Prices Index (CPI) to which rental flows are linked.

No consideration has been granted in relation to the value of these properties, and the asset has therefore been recognised by way of a gift in the Statement of Financial Activities in the year.

Impairment of other assets

Management reviews the carrying value of all other assets for indications of impairment at each period end. If indicators of impairment exist, the carrying value of the asset is subject to further testing to determine whether its carrying value exceeds its recoverable amount. This process will usually involve the estimation of future cash flows which are likely to be generated by the asset.

Recoverability of trade debtors

Trade and other receivables are recognised to the extent that they are judged recoverable. Management reviews are performed to estimate the level of reserves required for irrecoverable debt. Provisions are made specifically against invoices where recoverability is uncertain.

Management makes allowance for doubtful debts based on an assessment of the recoverability of debtors. Allowances are applied to debtors where events or changes in circumstances indicate that the carrying amounts may not be recoverable. Management specifically analyse historical bad debts, customer creditworthiness, current economic trends and changes in customer payment terms when making a judgement to evaluate the adequacy of the provision for doubtful debts. Where the expectation is different from the original estimate, such difference will impact the carrying value of debtors and the charge in the Statement of Financial Activities.

Provisions

A provision is recognised when the company has a present legal or constructive obligation as a result of a past event for which it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. If the effect is material, provisions are determined by discounting the expected future cash flow at a rate that reflects the time value of money and the risks specific to the liability.

Whether a present obligation is probable or not requires judgment. The nature and type of risks for these provisions differ and management's judgement is applied regarding the nature and extent of obligations in deciding if an outflow of resources is probable or not.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

3 Income from donations and grants

			2022	Restated		Restated
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Donations	191,841	4,068	195,909	222,057	102,827	324,884
Grants:						
Riverside Development Project	-	-	-	-	(25,000)	(25,000)
Apprenticeship levy Government Grant	-	26,498	26,498	-	26,101	26,101
Thera Connex	-	-	-	-	6,026	6,026
The Big Lottery - Riverside Development Project	-	-	-	-	(9,065)	(9,065)
LB Havering Business Support Grants	-	-	-	-	20,241	20,241
LCRF Wave 1, Chelsea FC Foundation	-	-	-	-	14,800	14,800
The National Lottery Community Fund	-	-	-	-	46,479	46,479
Other property specific projects	-	11,674	11,674	-	-	-
Holiday Support Fund	-	9,023	9,023	-	-	-
Other	7,413	4,371	11,784	(6,132)	6,529	397
	<u>199,254</u>	<u>55,634</u>	<u>254,888</u>	<u>215,925</u>	<u>188,938</u>	<u>404,863</u>

Included in the above is £36,978 (2021: £46,342) relating to income from Government grants.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

4 Supporting people with a learning disability

The Group received income for supporting people with a learning disability from local authorities, other organisations and individuals within the following areas shown below. In addition, rental income includes aggregate rentals receivable in relation to operating leases totalling £1,694,590 (2021: £1,508,425).

	2022 Total £	Restated 2021 Total £
East Anglia	12,219,678	11,523,544
East	13,590,593	13,540,374
East Midlands	14,014,453	13,770,862
West	5,976,201	6,288,629
South Midlands	4,505,583	5,416,542
South West	8,993,266	8,399,740
North	6,361,079	6,144,496
Scotland	3,567,359	3,336,061
London	3,150,194	3,338,080
Other	944,687	811,360
Supporting people with a learning disability	73,323,093	72,569,688
Rental income	1,694,590	1,508,425
Grant income	483,021	394,395
Income from charitable activities	75,500,704	74,472,508

Included in the above is £423,775 (2021: £209,319) relating to income from Government grants.

5 Covid-19 exceptional income

Covid-19 exceptional income of £2,771,869 (2021: £3,760,957) was received in 2022. Included in these figures is £2,235,125 (2021: £2,233,883) relating to income from Government grants.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

6 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2022 £	2021 £
Operating lease rentals:		
- motor vehicles	269,559	356,218
- land and buildings	1,505,353	1,386,478
External auditors remuneration (excluding VAT):		
Audit	212,850	178,000
Other services	22,150	54,000
Audit- in respect of the prior year	41,310	16,923
Other services - in respect of the prior year	180	1,562
Internal auditors remuneration (excluding VAT)	23,503	12,495
Depreciation of owned assets	414,062	439,819
Amortisation of goodwill	-	368,321
(Surplus)/Losses on disposal:		
Fixed assets	5,370	24,880
Investment properties	-	(545,105)
Investments	-	(505)

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

7 Total expenditure

The group	2022			2021		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Raising funds						
Fundraising and publicity	163,224	-	163,224	130,705	-	130,705
	<u>163,224</u>	<u>-</u>	<u>163,224</u>	<u>130,705</u>	<u>-</u>	<u>130,705</u>
Direct costs of supporting						
Staff and agency costs	59,026,022	270,280	59,296,302	57,702,693	380,880	58,083,573
Property costs	2,344,446	-	2,344,446	2,024,054	-	2,024,054
Other direct costs	1,853,039	169,838	2,022,877	1,882,119	221,421	2,103,540
Support costs (below)	10,368,977	-	10,368,977	10,301,092	-	10,301,092
Governance costs (below)	740,442	-	740,442	589,833	-	589,833
	<u>74,332,926</u>	<u>440,118</u>	<u>74,773,044</u>	<u>72,499,791</u>	<u>602,301</u>	<u>73,102,092</u>
Support costs						
Staff and agency costs	5,456,967	-	5,456,967	4,879,394	-	4,879,394
Net operating cost of defined benefit pension scheme	100,000	-	100,000	64,000	-	64,000
Property costs	998,780	-	998,780	685,242	-	685,242
Depreciation, amortisation	414,062	-	414,062	808,140	-	808,140
Other support costs	3,399,168	-	3,399,168	3,864,316	-	3,864,316
	<u>10,368,977</u>	<u>-</u>	<u>10,368,977</u>	<u>10,301,092</u>	<u>-</u>	<u>10,301,092</u>
Governance						
Staff costs	113,959	-	113,959	84,026	-	84,026
Legal and professional	532,796	-	532,796	495,977	-	495,977
Other	93,687	-	93,687	9,830	-	9,830
	<u>740,442</u>	<u>-</u>	<u>740,442</u>	<u>589,833</u>	<u>-</u>	<u>589,833</u>

Exceptional costs of £54,976 (2021: £272,990) have been incurred in 2022, £118,097 (2021: £128,665) due to employment and other costs in relation to restructuring, (£123,121) (2021: £144,325) in relation to professional and other costs (which include (£130,368) in relation to an over accrual for such costs in the previous year) and £60,000 for property costs (2021: £Nil).

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

8 Directors and trustees

The Articles of Association of the charitable company state that the number of Directors must be not less than four, of whom one must be an Executive Director, and the maximum number of Directors is fourteen, of whom no more than five shall be Executive Directors, such Executive Directors to be equal in status.

During the year there were 4 Executive Directors who received aggregate remuneration and expenses as follows:

	Total remuneration £	Expenses £	Pension £	2022 Total £
Mrs K Boyce-Dawson	107,714	12,048	15,450	135,212
Mr S Conway	117,396	9,293	12,154	138,843
Ms J Garrigan	118,856	8,392	12,154	139,402
Mr M Smith	60,318	5,497	1,810	67,625
	404,284	35,230	41,568	481,082

	Total remuneration £	Expenses £	Pension £	2021 Total £
Mrs K Boyce-Dawson	106,964	4,110	15,338	126,412
Mr S Conway	108,882	11,948	12,065	132,895
Ms J Garrigan	110,342	3,333	12,065	125,740
Mr M Smith	41,949	1,210	1,258	44,417
	368,137	20,601	40,726	429,464

Total remuneration includes salary and benefits in kind.

Executive Directors are paid an equal level of salary, adjusted only for full time or part time hours, pensions and benefits in kind, such as lease cars. The change in costs between the two years is in the main due to changes to the taxable value of lease cars and the level of expenses. The Executive Directors are considered to be the key management personnel of the charity.

During the period retirement benefits were accruing to 4 (2021: 4) Directors in respect of a defined contribution scheme.

During the period 10 Trustees (2021: 5) received reimbursed expenses relating to travel and accommodation amounting to £37,938 (2021: £20,734). These expenses relate to attendance at meetings of the trustees, at meetings of trustees or directors of subsidiary companies and in relation to other management activities. These amounts include the above expenses shown as payable to the Executive Directors.

The highest paid director received remuneration of £118,856 (2021: £110,342) (salary and benefits in kind). The value of the employer's contributions paid to a multi-employer defined contribution pension scheme in respect of the highest paid director amounted to £12,154 (2021: £12,065).

9 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	57,154,732	55,708,580
Redundancy and termination costs	54,750	114,896
Social security costs	4,515,007	4,252,591
Employer's contribution to defined contribution pension schemes	1,200,001	1,175,443
Employer's contribution to defined benefit pension schemes	295,591	328,451
Operating cost of defined benefit pension schemes	100,000	64,000
	63,320,081	61,643,961

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

9 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel (continued)

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2022 No.	2021 No.
£60,000 - £69,999	16	12
£70,000 - £79,999	5	4
	<u>21</u>	<u>16</u>

No disclosure has been made of the number of Executive Directors receiving total salaries and benefits in excess of £60,000 as their remuneration is disclosed in full in the above note.

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel for the Charity were £496,221 (2021: £452,135).

10 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 3,130 (2021: 3,155).

Staff are split across the activities of the charitable company as follows:

	2022 No.	2021 No.
Direct and relief support work	3,042	3,069
Management and administration	88	86
	<u>3,130</u>	<u>3,155</u>

11 Related party transactions

As disclosed in note 15, Thera Trust is the parent charitable company of all of the named subsidiary entities within the Group. The result for the year, assets and liabilities at the balance sheet date, and the registered office of these entities are all disclosed in full in that note.

Balances due to and from group undertakings are also disclosed in notes 17 and 21.

The Group's subsidiaries, within their own financial statements, have taken the exemption permitted by section 33.1A of FRS 102 from disclosing transactions with other entities within the Group on the grounds that Thera Trust controls 100% of the voting rights and consolidated accounts are prepared.

As required by the SORP, Thera Trust, and its charitable subsidiaries, disclose in full transactions with other entities within the Thera Group. Due to the number of entities involved, transactions of a similar nature have been amalgamated within the table below.

The following transactions were charged / (credited) in the accounts of Thera Trust:

	2022 £	2021 £
Management charges from Thera Trust to subsidiary undertakings	(11,998,000)	(10,053,000)
Donations under gift aid from subsidiary undertakings to Thera Trust	(1,172,668)	(1,083,827)
Social investment grants from Thera Trust to The Quality Company, Equal Futures, Thera East Midlands, Thera East Anglia and Unity Works Social Enterprises	<u>403,140</u>	<u>411,140</u>

Transactions with directors

There are no transactions with directors in the current or prior year.

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

12 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charitable company's trading subsidiaries gift aid available profits to the parent charitable company and therefore have no charge to corporation tax.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

13 Tangible fixed assets

The group

	Leasehold property and improvements £	Freehold land and property £	Fixtures and fittings and equipment £	Total £
Cost or revaluation				
At the start of the year	738,030	1,350,000	2,014,435	4,102,465
Additions in year	-	-	275,567	275,567
Disposals in year	(8,688)	-	(13,155)	(21,843)
At the end of the year	729,342	1,350,000	2,276,847	4,356,189
Depreciation				
At the start of the year	430,898	-	1,094,520	1,525,418
Charge for the year	42,252	21,300	350,510	414,062
Eliminated on disposal	(3,150)	-	(13,073)	(16,223)
At the end of the year	470,000	21,300	1,431,957	1,923,257
Net book value				
At the end of the year	259,342	1,328,700	844,890	2,432,932
At the start of the year	307,132	1,350,000	919,915	2,577,047

The charity

	Freehold land and property £	Fixtures and fittings and equipment £	Total £
Cost or revaluation			
At the start of the year	600,000	1,732,821	2,332,821
Additions in year	-	268,831	268,831
At the end of the year	600,000	2,001,652	2,601,652
Depreciation			
At the start of the year	-	925,037	925,037
Charge for the year	9,000	321,826	330,826
At the end of the year	9,000	1,246,863	1,255,863
Net book value			
At the end of the year	591,000	754,789	1,345,789
At the start of the year	600,000	807,784	1,407,784

Included above is freehold land with an assessed value of £150,000 (2021: £150,000). This value is not depreciated in the accounts.

The historic cost equivalent of freehold land and buildings included at valuation are as follows:

	2022 £	2021 £
Cost	1,639,651	1,639,651
Accumulated depreciation	(622,798)	(601,498)
At the end of the year	1,016,853	1,038,153

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

14 Group Investment properties

	Owned £	Leased £	2022 £	Owned £	Leased £	2021 £
Fair value at the start of the year	5,541,818	3,729,392	9,271,210	5,523,057	3,852,227	9,375,284
Additions including donations	1,318,329	-	1,318,329	695,479	-	695,479
Disposals	-	-	-	(235,000)	-	(235,000)
Revaluation during the year	-	196,366	196,366	(441,718)	(122,835)	(564,553)
Fair value at the end of the year	6,860,147	3,925,758	10,785,905	5,541,818	3,729,392	9,271,210

Owned properties

In 2021, the trustees had been provided with a valuation from Jones Laing LaSalle ("JLL") Residential Advisory Team, in accordance with the RICS Valuation Professional standards July 2017 Global and UK Edition of the properties that it owns. This valuation was at market value as at 31st March, 2021. The valuation was based either on the then current and future rental yields on properties where an under-lease to a Registered Housing Provider is currently in place, assuming good and marketable title free from onerous or unusual restrictions, covenants or encumbrances not covered by appropriate insurances, long term CPI of 2% and leases, where in place, formally registered with HM Land Registry or, where appropriate, upon vacant market possession. All of the investment properties owned by the charity are located within the United Kingdom. The majority of these properties are held for use in operating leases. No properties were identified for future sale at the year end (2021: none). The trustees do not consider any further revaluation necessary at 31st March, 2022 because there have been no fundamental change in rent and cash flows on the properties however a professional revaluation will be taken at 31 March 2024.

In 2021 there was exceptional income of £545,105 in relation to the profit on disposal of two investment properties (2022: £nil).

Leased properties

Some properties are leased by the charity and then under-let to a Registered Housing Provider. There is an economic benefit inherent in certain leases granted on these properties measured at fair value over their extended lifetime. This has given rise to a re-valuation of that benefit at the year-end.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

15 Investments

Group - Controlled subsidiary undertakings

The parent charitable company controlled the following companies and charitable companies:

Company		Country of registration or incorporation	Company Registration Number	Charity Number
Ansar Projects Limited	Limited by guarantee	England and Wales	11904307	
Ansar Projects Trading Limited *	Limited by guarantee	England and Wales	10695377	
Aspire Living Limited	Limited by guarantee	England and Wales	02720295	1024904
Aspire Living Trading Limited *	Limited by guarantee	England and Wales	10695243	
Dosh Limited	Limited by guarantee	England and Wales	06337548	
Equal Futures	Limited by guarantee	Scotland	SC 238588	SC 033799
Folegandros Limited	Limited company	England and Wales	07191526	
Forward Housing	Limited by guarantee	England and Wales	03821702	1078391
Kimolos Limited *	100% ordinary share capital	England and Wales	06319351	
The Camden Society	Limited by guarantee	England and Wales	03023588	1044693
The Camden Society (London) Limited	Limited by guarantee	England and Wales	11484012	
The Camden Society Trading Limited	Limited by guarantee	England and Wales	10695786	
The Quality Company Limited	Limited by guarantee	England and Wales	12591280	
Tera (Scotland)	Limited by guarantee	England and Wales	SC 322014	
Tera (Scotland) Trading Limited *	Limited by guarantee	Scotland	SC 561756	
Tera East	Limited by guarantee	England and Wales	06795987	
Tera East Anglia	Limited by guarantee	England and Wales	05566295	
Tera East Anglia Trading Limited *	Limited by guarantee	England and Wales	10695759	
Tera East Midlands	Limited by guarantee	England and Wales	05566293	
Tera East Midlands Trading Limited	Limited by guarantee	England and Wales	10695501	
Tera East Trading Limited *	Limited by guarantee	England and Wales	10695595	
Tera Limited *	Limited by guarantee	England and Wales	04999446	
Tera North	Limited by guarantee	England and Wales	05343088	
Tera North Trading Limited	Limited by guarantee	England and Wales	10695651	
Tera South Midlands	Limited by guarantee	England and Wales	08667106	
Tera South Midlands Trading Limited	Limited by guarantee	England and Wales	10695744	
Tera South West	Limited by guarantee	England and Wales	06797328	
Tera South West Trading Limited *	Limited by guarantee	England and Wales	10695690	
Tera West	Limited by guarantee	England and Wales	05852926	
Uemploy Limited *	Limited by guarantee	England and Wales	08114936	
Unity Works Social Enterprises Limited	Limited by guarantee	England and Wales	11338498	1185113

Entities above marked with an asterisk * were dormant and did not trade during the year.

The registered office address for the majority of Tera companies including dormant and trading companies is 134 Edmund Street, Birmingham, B3 2ES, the exceptions being:

- Tera Scotland, Tera (Scotland) Trading and Equal Futures - Melrose House, 69a George Street, Edinburgh, EH2 2JG

The active subsidiaries are controlled by the parent charitable company and undertake a range of activities in fulfilment of the Group's charitable objects. Where the subsidiary is in a net asset position, the directors of the subsidiary have determined in each case that the taxable surplus of the subsidiary for the year be gift aided to the parent charitable company.

The aggregate amount of capital and reserves and the results of the subsidiary undertakings for the last relevant financial year were as set out below. The figures are gross, before any consolidation adjustment. Any group entity not shown in the tables had no income, expenditure, assets or liabilities to report:

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

15 Investments (continued)

	Income £	Expenditure £	(Deficit) / surplus for the year £	Gift Aid and other transfers £
Ansar Projects	2,157,044	(2,214,104)	(57,060)	-
Aspire Living Limited	6,397,763	(7,097,972)	(700,209)	-
Dosh Limited	1,006,034	(1,006,042)	(8)	-
Equal Futures	104,585	(185,282)	(80,697)	-
Forward Housing	1,874,291	(2,002,177)	(127,886)	-
The Camden Society	6,216,230	(6,607,272)	(391,042)	-
The Camden Society (London) Limited	2,215,041	(2,493,288)	(278,247)	-
The Camden Society Trading	595,901	(595,901)	-	-
The Quality Company Limited	343,201	(243,144)	100,057	100,057
Tera East	14,358,984	(13,932,741)	426,243	426,243
Tera East Anglia	12,570,216	(11,927,821)	642,395	642,395
Tera East Midlands	14,858,238	(14,857,472)	766	-
Tera East Midlands Trading	12,345,702	(12,345,702)	-	-
Tera North	4,357,878	(4,357,463)	415	-
Tera North Trading	384,684	(384,684)	-	-
Tera (Scotland)	3,649,629	(3,649,422)	207	-
Tera South Midlands	(40,309)	40,309	-	-
Tera South Midlands Trading	1,610,011	(1,610,011)	-	-
Tera South West	9,250,784	(9,251,176)	(392)	-
Tera West	4,008	(35)	3,973	3,973
Unity Works Social Enterprises limited	1,989,321	(1,982,649)	6,672	-

	Assets £	Liabilities £	Capital and reserves £
Ansar Projects	302,262	(359,322)	(57,060)
Aspire Living Limited	2,897,026	(1,119,518)	1,777,508
Dosh Limited	214,917	(993,664)	(778,747)
Equal Futures	8,523	(25,005)	(16,482)
Folegandros	79,412	(72,556)	6,856
Forward Housing	10,751,905	(6,352,253)	4,399,652
The Camden Society	1,357,144	(2,725,468)	(1,368,324)
The Camden Society (London) Limited	354,124	(696,509)	(342,385)
The Camden Society Trading	70,479	(70,479)	-
The Quality Company Limited	104,926	(104,926)	-
Tera East	3,294,563	(3,294,563)	-
Tera East Anglia	2,069,872	(2,069,872)	-
Tera East Midlands	876,659	(1,715,157)	(838,498)
Tera East Midlands Trading	2,362,238	(2,362,238)	-
Tera North	863,816	(979,858)	(116,042)
Tera North Trading	64,604	(64,604)	-
Tera (Scotland)	771,949	(1,605,976)	(834,027)
Tera South Midlands	74,006	(74,006)	-
Tera South Midlands Trading	317,096	(317,096)	-
Tera South West	1,046,000	(1,123,975)	(77,975)
Tera West	165,379	(3,973)	161,406
Uemploy Limited	-	(105,887)	(105,887)
Unity Works Social Enterprises Limited	414,271	(736,612)	(322,341)

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

16 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2022 £	2021 £
Gross income	14,080,294	12,523,928
Total expenditure on charitable activities	(9,624,740)	(9,797,611)
Costs of raising funds	(745,070)	(659,946)
Governance costs	(740,442)	(589,833)
Remeasurement loss on defined benefit pension scheme	442,000	(559,000)
Net gain on fixed assets	-	27,000
Net income	3,412,042	944,538
Total funds brought forward	8,899,808	7,955,270
Total funds	12,311,850	8,899,808

Gross income is inclusive of donations made under gift aid of £1,172,668 (2021: £1,083,827) from its subsidiaries, as detailed in note 15.

17 Debtors

	Group 2022 £	2021 £	Charity 2022 £	2021 £
Due after more than one year				
Amounts owed from group undertakings	-	-	21,176,828	16,539,126
Due within one year				
Operational debtors	6,314,125	5,295,523	106,334	89,936
Other debtors	875,287	728,839	63,370	75,357
Prepayments and accrued income	6,299,674	5,388,313	447,536	493,451
	13,489,086	11,412,675	21,794,068	17,197,870

18 Cash at bank

At the balance sheet date, Dosh Limited acting as appointee, court approved deputy or other approved representative, held funds on behalf of people with a learning disability supported by Dosh Limited in a separate general account amounting to £27,648 (2021: £23,771) and in individual accounts amounting to £16,846,573 (2021: £15,949,828). These funds have not been included as assets or liabilities of the company.

19 Creditors: amounts falling due within one year

	Group 2022 £	2021 £	Charity 2022 £	2021 £
Overdraft and bank loans	754,879	145,625	815,771	854,197
Amounts due under finance leases	46,328	51,088	46,328	51,088
Operational creditors	910,647	764,864	367,959	451,001
Taxation and social security	1,656,244	2,090,696	149,797	669,586
Other creditors	1,242,009	588,807	21,188	5,397
Accruals and deferred income	3,300,584	3,167,362	314,352	348,762
	7,910,691	6,808,442	1,715,395	2,380,031

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

20 Group deferred income

Group deferred income comprises payments in advance of services.

	2022 £	2021 £
Balance at the beginning of the year	377,489	177,018
Amount released to income in the year	(377,489)	(177,018)
Amount deferred in the year	686,689	377,489
Balance at the end of the year	686,689	377,489

21 Creditors: amounts falling due after one year

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Bank loans	60,207	816,007	60,207	816,007
Other loans	9,806,156	9,733,811	9,806,156	9,733,811
Amounts due under finance leases	21,999	68,328	21,999	68,328
Amounts due to group undertakings	-	-	2,462,385	1,644,950
	9,888,362	10,618,146	12,350,747	12,263,096

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Loan maturity analysis				
Within one year	754,879	145,625	754,879	145,625
Two - five years	9,866,363	10,549,818	9,866,363	10,549,818
Total loans repayable	10,621,242	10,695,443	10,621,242	10,695,443

Within bank loans is a Bank of Scotland loan with a current balance of £0.095m (2021: £0.13m) which is secured by a first legal charge over a freehold property. The interest is charged at 1.65% per annum over the bank base rate and the loan is repayable by 28 November 2024.

There is also a Barclays £1.5m overdraft facility and a term loan with a current balance of £0.72m (2021: £0.83m), which are secured by a Group bank account-offset cross guarantee, a cross guarantee and debenture creating fixed and floating charges over the assets of several Group companies and a floating charge over the assets of Thera (Scotland).

Thera Trust offered a £5,000,000 six year bond in February, 2018. Interest is payable annually on 31 March each year in arrears at a fixed rate of 5.5% per annum. The bond is repayable on 31 March, 2024.

Thera Trust offered a £5,000,000 six year bond in July, 2020. Interest is payable annually on 31 March each year in arrears at a fixed rate of 5.25% per annum. The bond is repayable on 31 March, 2026.

Finance leases are secured over the assets to which they relate.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

22a Analysis of group net assets between funds (current year)

	General unrestricted £	Revaluation reserve £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	1,912,366	520,566	-	-	2,432,932
Investment properties owned	7,339,038	(478,891)	-	-	6,860,147
Investment properties leased	2,816,804	1,108,954	-	-	3,925,758
Investments	72,868	-	-	-	72,868
Net current assets	10,900,819	-	13,006	427,617	11,341,442
Long term liabilities	(9,888,362)	-	-	-	(9,888,362)
Defined benefit pension scheme liability	(945,280)	-	-	-	(945,280)
Net assets at 31 March 2022	12,208,253	1,150,629	13,006	427,617	13,799,505

22b Analysis of restated group net assets between funds (prior year)

	General unrestricted £	Revaluation reserve £	Designated funds £	Restricted funds £	Total funds £
Intangible fixed assets	-	-	-	-	-
Tangible fixed assets	2,046,271	530,776	-	-	2,577,047
Investment properties owned	6,020,709	(478,891)	-	-	5,541,818
Investment properties leased	2,816,804	912,588	-	-	3,729,392
Investments	72,868	-	-	-	72,868
Net current assets	11,926,888	-	39,729	384,619	12,351,236
Long term liabilities	(10,618,146)	-	-	-	(10,618,146)
Defined benefit pension scheme liability	(1,639,271)	-	-	-	(1,639,271)
Net assets at 31 March 2021	10,626,123	964,473	39,729	384,619	12,014,944

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

23a Movements in funds (current year)

	At 1 April 2021 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2022 £
Restricted funds:					
Support for Ms TE	2,356	-	(379)	-	1,977
Loughborough sensory room and garden	418	-	-	-	418
Other property-specific projects	30,855	11,674	(3,382)	-	39,147
The Hollies fund	2,663	-	-	-	2,663
L and D generic training	8,234	-	-	-	8,234
Holiday support fund	238	9,023	(1,572)	-	7,689
Sawston Hydrotherapy Pool	2,057	-	(720)	-	1,337
Clacton Beach Hut	351	802	(684)	-	469
Gig buddies	-	93,253	(87,839)	-	5,414
TEN project	5,623	-	-	-	5,623
Building Bridges	9,505	-	(3,107)	-	6,398
Allsorts	499	-	(117)	-	382
Grantham	54	-	-	-	54
Scottish NVQ	36,872	-	(5,405)	-	31,467
Happy Snapper	80	-	(107)	27	-
Apprenticeship levy - Government Grant	12,023	26,498	(28,695)	-	9,826
Innovate & Cultivate	12,978	4,256	(17,234)	-	-
Riverside Project	650	-	(650)	-	-
Legacies	5,000	-	-	-	5,000
Thera Connex	2,599	176	-	-	2,775
Tech it Out	-	4,256	(163)	-	4,093
Restore 2 Mini Stomp	-	55,997	-	-	55,997
Total restricted funds	133,055	205,935	(150,054)	27	188,963
Unrestricted funds:					
Designated development fund	24,729	-	(11,723)	-	13,006
Designated funds	24,729	-	(11,723)	-	13,006
Revaluation reserve	54,867	-	-	-	54,867
Pension reserve	(814,235)	561,472	-	-	(252,763)
General funds	9,501,392	13,754,887	(10,948,475)	(27)	12,307,777
General funds	8,687,157	14,316,359	(10,948,475)	(27)	12,055,014
Total unrestricted funds	8,766,753	14,316,359	(10,960,198)	(27)	12,122,887
Parent charity total funds as at 31 March 2022	8,899,808	14,522,294	(11,110,252)	-	12,311,850

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

23a Movements in funds (current year continued)

	At 1 April 2021 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2022 £
Charity total fund balance carried forward	8,899,808	14,522,294	(11,110,252)	-	12,311,850
Restricted funds:					
Equal Futures Memberships	850	-	-	-	850
Kennyhill Bequest	4,754	4,000	(4,000)	-	4,754
Foundations Scotland	2,893	-	(2,893)	-	-
Foundations Scotland	4,441	-	(4,441)	-	-
CMHWF Midlothian	-	9,500	-	-	9,500
CMHWF East Ayrshire	-	8,725	-	-	8,725
CMHWF Edinburgh	-	9,500	-	-	9,500
CMHWF Glasgow	-	3,500	-	-	3,500
Health & Social Care Alliance SM Grant	-	3,000	-	-	3,000
JTH Charitable Trust	-	500	-	-	500
Winter Social Wellbeing Fund (Glasgow)	-	1,300	-	-	1,300
Big Lottery Fund	54,568	-	-	(54,568)	-
Greenwich Work Train	30,712	145,000	(145,000)	-	30,712
Islington Pro-Work	998	-	-	(998)	-
Legacy donation	6,740	-	-	-	6,740
Donations	379	2,721	(332)	-	2,768
Deloitte	25,960	-	-	-	25,960
BGC JobsOhio	5,815	-	(2,492)	-	3,323
Great Escape	7,823	250	-	-	8,073
Hampstead Wells & Campden Trust ESA	4,653	-	(4,653)	-	-
FSF Essex	9,982	37,287	(37,287)	-	9,982
Postcode Neighbourhood Trust Unity Pies	18,679	7,000	(21,914)	-	3,765
FSF Barnet	4,192	31,394	(31,394)	-	4,192
FSF Greenwich	-	20,845	(20,845)	-	-
Peripatetic, Bailey Thomas	-	15,000	-	-	15,000
Unity Works Walking Group ('The Adventurers')	-	250	-	-	250
Bounceback Programme	-	20,780	(7,502)	-	13,278
LB of Camden Business Support Grants	-	3,143	(3,143)	-	-
Markyes Close	49,011	-	(4,168)	-	44,843
Donations	14,114	1,347	-	-	15,461
Herefordshire Community Foundation	5,000	6,303	-	-	11,303
Department for Education Holiday Activities	-	1,375	-	-	1,375
Total restricted funds	251,564	332,720	(290,064)	(55,566)	238,654
Unrestricted funds:					
Designated funds:					
Agnes Hunter Trust	15,000	-	(15,000)	-	-
Total designated funds	15,000	-	(15,000)	-	-
Revaluation reserve	909,606	196,366	-	(10,210)	1,095,762
Pension reserve	(825,036)	132,519	-	-	(692,517)
General funds	2,764,002	64,180,057	(66,164,079)	65,776	845,756
General funds	1,938,966	64,312,576	(66,164,079)	65,776	153,239
Total unrestricted funds	2,863,572	64,508,942	(66,179,079)	55,566	1,249,001
Group total funds as at 31 March 2022	12,014,944	79,363,956	(77,579,395)	-	13,799,505

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

23a Movements in funds (current year continued)

	At 1 April 2021 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2022 £
Reconciled to:					
Unrestricted funds	10,626,123	78,628,935	(77,112,554)	65,749	12,208,253
Revaluation	964,473	196,366	-	(10,210)	1,150,629
Designation funds	39,729	-	(26,723)	-	13,006
Restricted funds	384,619	538,655	(440,118)	(55,539)	427,617
Group total funds as at 31 March 2022	12,014,944	79,363,956	(77,579,395)	-	13,799,505

The narrative to explain the purpose of each fund is given at the foot of the note below.

23b Movements in funds (prior year)

	At 1 April 2020 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2021 £
Restricted funds:					
Support for Ms TE	2,356	-	-	-	2,356
Loughborough sensory room and garden	418	-	-	-	418
Other property-specific projects	32,258	4,725	(6,128)	-	30,855
The Hollies fund	2,663	-	-	-	2,663
L and D generic training	8,744	-	(510)	-	8,234
Holiday support fund	977	-	(739)	-	238
Innovation Bursary Safe and Secure	(1,003)	-	-	1,003	-
Sawston Hydrotherapy Pool	2,912	-	(855)	-	2,057
Clacton Beach Hut	(149)	1,115	(615)	-	351
Gig buddies	10,198	48,319	(84,350)	25,833	-
TEN project	5,623	-	-	-	5,623
Building Bridges	9,663	-	(158)	-	9,505
Allsorts	459	40	-	-	499
Grantham	54	-	-	-	54
Scottish NVQ	44,636	-	(7,764)	-	36,872
Happy Snapper	80	-	-	-	80
Apprenticeship levy - Government Grant	11,958	26,101	(26,036)	-	12,023
Innovate & Cultivate	19,668	-	(6,690)	-	12,978
Riverside Project	445	650	(445)	-	650
Legacies	-	5,000	-	-	5,000
Thera Connex	-	6,026	(3,427)	-	2,599
Total restricted funds	151,960	91,976	(137,717)	26,836	133,055
Unrestricted funds:					
Designated development fund	32,992	-	(8,263)	-	24,729
Designated funds	32,992	-	(8,263)	-	24,729
Revaluation reserve	27,867	27,000	-	-	54,867
Pension reserve	(383,000)	-	(431,235)	-	(814,235)
General funds	8,125,451	12,431,952	(11,029,175)	(26,836)	9,501,392
General funds	7,742,451	12,431,952	(11,460,410)	(26,836)	8,687,157
Total unrestricted funds	7,803,310	12,458,952	(11,468,673)	(26,836)	8,766,753
Parent charity total funds as at 31 March 2021	7,955,270	12,550,928	(11,606,390)	-	8,899,808

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

23b Movements in funds (prior year continued)

	At 1 April 2020	Income and gains	Expenditure and losses	Transfers	At 31 March 2021
	£	£	£	£	£
Charity total fund balance carried forward	7,955,270	12,550,928	(11,606,390)	-	8,899,808
Restricted funds:					
Equal Futures Memberships	850	-	-	-	850
Hugh Fraser	1,250	-	(1,250)	-	-
Kennyhill Bequest	4,754	4,000	(4,000)	-	4,754
Foundations Scotland	-	2,893	-	-	2,893
Foundations Scotland	-	4,441	-	-	4,441
Big Lottery Fund	60,465	-	(5,897)	-	54,568
The Big Lottery - Riverside Development	9,065	(9,065)	-	-	-
Riverside Development Project	24,550	(25,000)	450	-	-
Greenwich Work Train	30,712	145,000	(145,000)	-	30,712
Islington Pro-Work	998	-	-	-	998
Legacy donation	-	6,740	-	-	6,740
Donations	-	3,615	(1,338)	(1,898)	379
Deloitte	25,960	-	-	-	25,960
BGC JobsOhio	7,476	-	(1,661)	-	5,815
Great Escape	3,033	5,073	(283)	-	7,823
CIA Big Lottery	-	28,000	(28,000)	-	-
LB Havering Business Support Grants	-	20,241	(20,241)	-	-
LCRF Wave 1, Chelsea FC Foundation & MCC	-	88,091	(89,989)	1,898	-
ESFA	-	16,000	(16,000)	-	-
Young Camden & Camden SAF - Employment	-	5,933	(5,933)	-	-
LCRF Wave 2	-	29,035	(29,035)	-	-
Arsenal FC Foundation	-	1,000	(1,000)	-	-
Hampstead Wells & Campden Trust ESA	-	7,500	(2,847)	-	4,653
FSF Essex	-	11,613	(1,631)	-	9,982
Rank Foundation	-	25,000	(25,000)	-	-
The National Lottery Community Fund	-	46,479	(46,479)	-	-
Postcode Neighbourhood Trust Unity Pies	-	18,679	-	-	18,679
FSF Barnet	-	7,848	(3,656)	-	4,192
Markyes Close	55,678	-	(6,667)	-	49,011
Donations	-	14,181	(67)	-	14,114
Herefordshire Community Foundation	-	5,000	-	-	5,000
Rural Media Charity	-	2,000	(2,000)	-	-
Neighbourly Community	-	400	(400)	-	-
The National Lottery Community Fund	-	26,660	(26,660)	-	-
Total restricted funds	224,791	491,357	(464,584)	-	251,564
Unrestricted funds:					
Designated funds:					
Agnes Hunter Trust	15,000	-	-	-	15,000
Total designated funds	15,000	-	-	-	15,000
Revaluation reserve	1,447,470	36,900	(564,553)	(10,211)	909,606
Pension reserve	(487,791)	-	(337,245)	-	(825,036)
General funds	2,436,632	66,177,418	(65,860,259)	10,211	2,764,002
	1,948,841	66,177,418	(66,197,504)	10,211	1,938,966
Total unrestricted funds	3,411,311	66,214,318	(66,762,057)	-	2,863,572
Group total funds as at 31 March 2021	11,591,372	79,256,603	(78,833,031)	-	12,014,944

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

23b Movements in funds (prior year continued)

	At 31 March 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2021 £
Reconciled to:					
Unrestricted funds	9,691,292	78,609,370	(77,657,914)	(16,625)	10,626,123
Revaluation	1,475,337	63,900	(564,553)	(10,211)	964,473
Designation funds	47,992	-	(8,263)	-	39,729
Restricted funds	376,751	583,333	(602,301)	26,836	384,619
Total funds	11,591,372	79,256,603	(78,833,031)	-	12,014,944

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

23 Movements in funds (continued)

Purposes of restricted funds

Support for Ms TE

Amount donated to provide support to Ms TE.

Loughborough sensory room and garden

NHS and other charitable funds to pay for the fit-out and equipping of a sensory room and a sensory garden project.

Other property-specific projects

Various other property-specific projects undertaken.

The Hollies fund

This fund arises from a legacy received which is to be used for the benefit of the service users living in The Hollies and for The Hollies itself.

L and D generic training

Funding for staff training to enable staff to give better quality support.

Holiday support fund

Amount donated to cover additional holiday support costs for people supported by Thera.

Sawston Hydrotherapy Pool

Local fundraising to purchase a hydrotherapy pool for a house in Cambridgeshire.

Clacton Beach Hut

Local fundraising to purchase a beach hut in Essex.

Gig Buddies

Funding from Midlothian Council to support people to attend music gigs and functions.

TEN Project

Funding from the Scottish Government to a collaboration between three organisations to provide formal support with informal networks.

Building Bridges



Dolphins' Den is part of Building Bridges. Building Bridges is a partnership of organisations, led by Community First, that has come together to deliver the Building Better Opportunities Programme across Swindon and Wiltshire.

The project has received up to £6.4M of funding from the European Social Fund and The National Lottery Community Fund as part of the 2014-2020 European Structural and Investment Funds Growth Programme in England. The Department for Work and Pensions is the Managing Authority for the England European Social Fund programme. Established by the European Union, the European Social Fund helps local areas stimulate their economic development by investing in projects which will support skills development, employment and job creation, social inclusion and local community regenerations. For more information visit <https://www.gov.uk/european-growth-funding>

Allsorts

Funding from Bingham Town Council for activities for people supported in Bingham, Nottinghamshire.

Grantham

Local fundraising.

Scottish Vocational Qualifications

The Scottish Government Voluntary Sector Development Fund for staff training.

Happy Snapper

Local fundraising to subsidise the costs of a photography group.

Apprenticeship levy - Government Grant

The Apprenticeship Levy Top Up is grant funding provided by HMRC as part of the Apprenticeship Levy scheme.

Innovate & Cultivate

Funding has been received through the Cambridgeshire County Council Innovate and Cultivate fund. The money will enable the My Way project to support more people with a learning disability into employment.

Riverside Development Project

Successful fundraising had previously been agreed to invest in the development of the building. The aim of the project was to redesign the way The Riverside is used. Due to the project no longer going ahead, the funds raised are now to be returned to the donors.

Legacies

Restricted to Thera East Anglia, for the benefit of the people we support, to help to pay for days out and activities.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

23 Movements in funds (continued)

Purposes of restricted funds (continued)

Tech it Out

Enable people with a learning disability to access online and app-based health, social and lifestyle support: increasing independence; growing social networks, reducing reliance on crisis intervention services and getting people into employment.

Restore 2 Mini Stomp

The funding is aimed to support Voluntary and Community Sector Enterprises (VCSE) partners to deliver information, support and advice to people with a learning disability and autistic people and their families.

Thera Connex

To support people with a learning disability and keep them connected during Covid-19 and beyond.

Memberships

Lifetime membership fees pay directly for hours worked by a facilitator to build a Circle of Support around a relative with a disability.

Kennyhill Bequest

This is allocated specifically to the Glasgow project and is for autism training.

Foundations Scotland

To enable Equal Futures to provide two new youth services for 16-18 year olds with additional support needs and their families to support them with the transition from school to further education, training or employment. One was in Glasgow, the other in Ayrshire.

Foundations Scotland

To enable Equal Futures to recruit 16 new volunteers, revamp their Volunteer Training and deliver it to their volunteer cohort in meaningful, relevant and pandemic-aware circumstances, to better help them support Equal Futures' service users, all of whom have learning disabilities.

CMHWF Midlothian

This grant will enable us to expand our reach of support by recruiting additional volunteers.

CMHWF East Ayrshire

This grant will enable us to expand our reach of support by recruiting, training and supporting 5 additional volunteers to support up to 9 people.

CMHWF Edinburgh

This grant will enable us to expand our reach of support by recruiting an additional 12 volunteers in Edinburgh to support a further 5 individuals with a learning disability and their carers/parents which will be 15 people in total supported. Our support will be able to add value to the community, promoting wellbeing at grassroots level and benefiting the mental wellbeing of those supported.

CMHWF Glasgow

This grant will enable us to expand our reach of support by recruiting additional volunteers over a 12 month period from April 2022 to March 2023.

Health & Social Care Alliance SM Grant

This fund will enable us to undertake scoping work to ascertain the need for the unique EF model of support.

JTH Charitable Trust

Grant towards core costs in Glasgow.

Winter Social Wellbeing Fund (Glasgow)

Provision for a festive event for isolated people.

The National Lottery Community Fund

Employment Programme to support people with a learning disability become less isolated, improving their communication and social skills, develop new friendships and improve their health and wellbeing.



Greenwich Work Train

Employment programme that supports people with a learning disability, autism and mental health issues to be work ready and move into employment. This service also develops supported volunteering opportunities for vulnerable adults.

Islington Pro-Work

Pro Work is based in City of Westminster College and aims to ensure that students attending employability courses for people with a learning disability will have a clear pathway to employment on graduation. It will work with 35 students per year from April 2016.

Legacy donation

Monies to be spent in or towards the purchase of a caravan or towards any other project which may benefit the clients of West Oxfordshire Supported Living Scheme.

Donations

Various donations including funds to support the homeless meals project and other temporary measures in Café Victoria.

Deloitte

Create an online portal giving students and job seekers access to a Virtual Learning Environment and Case Management System enabling people to independently access their details, CV, job search.

BGC Jobs Ohio

To purchase a coffee cart and sell coffee, thereby creating further employment of people with a learning disability.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

23 Movements in funds (continued)

Purposes of restricted funds (continued)

Great Escape

Annual break for a week of activities designed to build skills and confidence for the people we support.

Hampstead Wells & Campden Trust ESA

To cover the costs of a part time Employment Support Advisor to work with people from the trust's area of benefit in Camden.

FSF Essex

For delivery of an employment project.

The National Lottery Community Fund

To support continued delivery of employment projects including online sessions.



HM Government

In partnership with

THE NATIONAL LOTTERY
COMMUNITY FUND

Postcode Neighbourhood Trust Unity Pies

To develop new SE Café business stream.

FSF Barnet

For delivery of an employment project.

FSF Greenwich

Help to improve employment outcomes or prospects of future employment outcomes for long-term unemployed individuals and groups facing the most complex and intractable barriers to work.

Peripatetic, Bailey Thomas

To cover the cost of an employment advisor and support people who do not qualify for support under statutory supported employment schemes.

Unity Works Walking Group ('The Adventurers' Club')

To cover the costs of walking group sessions throughout the winter months.

Bounceback Programme

To help people complete a vocational profile and identified career pathway, build their confidence and social skills and receive support to attend at least one interview.

LB of Camden Business Support Grants

Grant to support the business during 2021.

Markyes Development

Funds given to Aspire Living Ltd to enable the development of Markyes Close residential home from 2 individual bungalows into one home. This was done to aid and benefit the residents of Markyes Close.

Donations

Various local donations for the welfare of the People we support, by providing day trips out, Youth Club annual holiday club, projects and to cover funeral costs.

Herefordshire Community Foundation

Project costs for 'Be Your Own Health Champion'.

Department for Education Holiday Activities

Funding provided for holiday activities & food.

Prior Year

Innovation Bursary Safe and Secure

Innovation bursary received from Leicester County Council to provide Safe and Secure workshops.

Hugh Fraser Foundation

This is allocated specifically to the Glasgow project for salaries and expenditure.

CIA Big Lottery

For delivery of a Health & Wellbeing project.

LB Havering Business Support Grants

Grant to support Jacksons Café during 2020.

LCRF Wave 1, Chelsea FC Foundation & MCC Foundation

Supporting the homeless meals project and other temporary measures in Café Victoria.

ESFA

For delivery of an employment project.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

23 Movements in funds (continued)

Purposes of restricted funds (continued)

Prior Year (continued)

Young Camden & Camden SAF - Employment Project

For delivery of a Health & Wellbeing project.

LCRF Wave 2

To cover the costs of staff to deliver online accreditation and employment support and tablets and dongles to be granted to 20 people supported by Unity Works to help them to get online.

Arsenal FC Foundation

Grant to support the business during 2020.

Rank Foundation

Grant to support delivery and management costs.

Herefordshire Community Foundation

Funds given to provide support, such as tablets, so that Aspire Living Ltd can continue to provide activities for people we support in the safety of their own homes.

Rural Media Charity

To fund the "My Place" Project including filming and editing.

Neighbourly Community

To support local causes already within the Neighbourly community that was most affected by the impacts of COVID-19, to be used specifically for Meals on Wheels.

The National Lottery Community Fund

To cover the costs of establishing online services, online session content and delivery, IT equipment and craft boxes to keep people engaged over lockdown.



In partnership with

THE NATIONAL LOTTERY
COMMUNITY FUND

Purposes of designated funds

Agnes Hunter

This fund has been granted for the project Social Inclusion for people with Learning Disabilities to assist people with learning disabilities to reduce loneliness and social isolation through befriending and 'Circle' building.

Prior Year

Kennyhill Bequest

This is funding towards core costs for Equal Futures, but is designated for provision in Glasgow.

Transfers between funds

Current Year

The transfers above from restricted to general funds (for the subsidiary companies not Parent Charity) relate to costs incurred in Unity Works Social Enterprise (another subsidiary of the Thera Group) last year, but only allocated against the restricted fund in the current year.

Prior Year

Innovation Bursary Safe and Secure

Transfer from general fund to restricted fund in relation to the overspend on the fund.

Gig buddies

Transfer from general fund to restricted fund in relation to the overspend on the fund.

Donations and LCRF Wave 1, Chelsea FC Foundation & MCC Foundation

The transfer between donations and the LCRF Wave 1, Chelsea FC Foundation & MCC Foundation funds was to cover costs of supporting the homeless meals project and other temporary measures in Café Victoria.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

24 Reconciliation of net income to net cash flow from operating activities

	2022	2021
	£	£
Net income for the reporting period (as per the statement of financial activities)	1,153,561	1,288,572
Depreciation charges and impairment	414,062	439,819
Gain on disposal of investment property	-	(545,105)
Loss on disposal of fixed assets	5,370	24,880
Surplus on disposal of investments	-	(505)
Unrealised (gains) / losses on investment properties	(196,366)	564,553
Unrealised (gains) / losses on fixed assets	-	(63,900)
Interest receivable	(9,129)	(8,765)
Interest payable	574,339	560,587
Amortisation of intangible fixed assets	-	368,321
(Increase) / decrease in stocks	(3,671)	2,455
(Increase) / decrease in debtors	(2,076,411)	651,822
Increase in creditors	497,755	1,250,354
Net change in the defined benefit pension liability	(62,991)	(96,520)
Net cash provided by operating activities	296,519	4,436,568

25 Changes in net debt

	At 1 April 2021 £	Cash flows £	Other changes £	At 31 March 2022 £
Cash at bank and in hand	7,743,943	(1,987,627)	-	5,756,316
Total cash and cash equivalents	7,743,943	(1,987,627)	-	5,756,316
Bank loans due within one year	(145,625)	(609,254)	-	(754,879)
Bank loans due beyond one year	(816,007)	755,800	-	(60,207)
Other loans due beyond one year	(9,733,811)	(72,345)	-	(9,806,156)
Finance leases due under one year	(51,088)	4,760	-	(46,328)
Finance leases due beyond one year	(68,328)	46,329	-	(21,999)
Changes in net debt	(10,814,859)	125,290	-	(10,689,569)
Total	(3,070,916)	(1,862,337)	-	(4,933,253)

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

26 Operating lease commitments - payable as a lessee

Group

The group's total future minimum lease payments payable under non-cancellable operating leases is as follows for each of the following periods:

	Property		Equipment	
	2022	2021	2022	2021
	£	£	£	£
Less than one year	1,667,897	1,544,613	166,144	297,419
One to five years	6,223,481	5,880,949	253,313	333,346
Over five years	14,137,969	13,900,488	-	-
	22,029,347	21,326,050	419,457	630,764

Charity

The charity's total future minimum lease payments payable under non-cancellable operating leases is as follows for each of the following periods:

	Property		Equipment	
	2022	2021	2022	2021
	£	£	£	£
Less than one year	59,508	58,861	142,881	271,584
One to five years	154,490	213,077	224,055	279,927
	213,998	271,938	366,936	551,511

27 Operating lease commitments - receivable as a lessor

Group

The group's total future minimum lease payments receivable under non-cancellable operating leases is as follows for each of the following periods:

	Property		Restated
	2022	2021	2021
	£	£	£
Less than one year	1,650,933	1,540,808	
One to five years	6,508,679	5,991,213	
Over five years	16,697,792	15,780,992	
	24,857,404	23,313,013	

28 Contingent liabilities

In 1977 The Camden Society received a grant from the London Borough of Camden towards the purchase of property in Brightlingsea, Essex. Under the grant agreement, should the property be disposed of and the proceeds not be reinvested in an alternative property for the aims of the charity, then the London Borough of Camden have the right to request a proportion of the sale proceeds.

Thera Trust

Notes to the Financial Statements

for the year ended 31 March 2022

29 Post balance sheet events

From 1st April, 2021, Thera South Midlands no longer managed any contracts as these were sub-contracted for delivery to the Camden Society. It is intended that any remaining assets or liabilities held by Thera South Midlands will be transferred to the Camden Society, or written off if appropriate, and Thera South Midlands will become dormant.

Continued work is being carried out to collect the outstanding debtors, following this and the settlement of outstanding creditors, an application will be made for Folegandros to be struck off the register of companies.

Now the outstanding debts of Kimolos have been collected and creditors settled, it is the intention of the directors to apply for the company to be struck off the register of companies within the next 12 months.

The sale of the investment in Thera West is still being pursued, following the sale of investments, collection of outstanding debtors and settlement of outstanding creditors, an application will be made for the company to be struck off the register of companies.

30 Pension schemes

Defined contribution schemes

The Pensions Trust Ethical Fund

A number of companies in the Group participate in The Pensions Trust Ethical Fund which is a defined contribution scheme for the benefit of its employees. Contributions payable to the scheme amounted to £719,747 (2021: £704,613). The amount outstanding in respect of the Fund at the year end was £4,442 (2021: £3,512).

The Pensions Trust Flexible Retirement Plan

The Quality Company participates in the Flexible Retirement Plan TPT, which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £27 (2021: £Nil). The amount outstanding in respect of this scheme at the year-end was £Nil (2021: £Nil).

NEST pension scheme

Equal Futures and Aspire Living Limited participate in the government's NEST pension scheme which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £100,922 (2021: £99,038). The amount outstanding in respect of this scheme at the year-end was £Nil (2021: £Nil).

Clerical Medical pension scheme

Aspire Living Limited participates in the Clerical Medical Pension Scheme which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £8,445 (2021: £10,432). The amount outstanding in respect of this scheme at the year-end was £Nil (2021: £Nil).

The Pensions Trust Growth Plan

Forward Living used to participate in The Pensions Trust Growth Plan (the Plan). The Plan is funded and is not contracted-out of the State Scheme. The Plan is a multi-employer pension plan. Contributions payable during the period amounted to £Nil (2021: £Nil).

On 22 February, 2010, a transfer of contracts and all employees was made from Forward Living, a charitable company limited by guarantee which has since been struck off the register of companies, to a fellow subsidiary of the Thera Group, Thera South West, at which date Forward Living ceased to participate in the Plan. The parent charity, Thera Trust, acts as a guarantor of a floating liability amounting to £86,569 which would crystallise should the Plan at some time in the future be wound up or an event occurs as a result of which there are no remaining employers participating in the Plan.

AEGON Group Personal Pension Scheme

The Camden Society participated in a Group Personal Pension scheme administered by AEGON, which is a defined contribution scheme for the benefit of its employees. Contributions to the scheme during the year amounted to £110 (2021: £3,345). As at the balance sheet date there were no active members of the Scheme employed by the Society (2021: 1). The scheme was closed to new members from 29 April, 2014. The amount outstanding in respect of this Scheme at the year-end was £Nil (2021: £Nil).

The People's Pension Scheme

The Camden Society, The Camden Society (London), Unity Works Social Enterprises, Ansar Projects and Thera East Midlands participate in The People's Pension Fund, which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £190,098 (2021: £198,649). The amount outstanding in respect of this Scheme at the year-end was £Nil (2021: £Nil). At the balance sheet date there were 368 active members of the scheme employed by the society (2021: 399).

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

30 Pension schemes (continued)

Social Housing Pension Scheme - defined contribution

Aspire Living Limited participates in The Pension's Trust Social Housing Pension Scheme (TPT SHPS) which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £22,812 (2021: £25,257). The amount outstanding in respect of this Scheme at the year-end was £Nil (2021: £Nil).

Thera Trust participates in the Social Housing Pension Scheme (DB/DC hybrid). The Scheme is funded and was contracted-out of the State Pension scheme. However, from 1 April, 2013, Thera Trust adopted the defined contribution structure of the scheme, it previously having operated under a defined benefit structure.

During the accounting period Thera Trust paid total contributions of £309,951 (2021: £285,567) which included £138,047 (2021: £135,340) of past service deficit contributions. At the year end, £244 (2021: £505) was outstanding in respect of the Scheme.

As at the balance sheet date there were 146 (2021: 145) active members of the Scheme employed by Thera Trust.

Social Housing Pension Scheme - defined benefit

Thera Trust participates in the Social Housing Pension Scheme (the Scheme), a multi-employer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK.

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

The last triennial valuation of the scheme for funding purposes was carried out as at 30 September 2020. This valuation revealed a deficit of £1,560m. A Recovery Plan has been put in place with the aim of removing this deficit by 31 March 2028. The Scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme.

Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

The number of members of the scheme are set out below.

The data as at 31 March 2022 and 31 March 2021 has been calculated using a modeller provided by The Pensions Trust. Certain key assumptions, such as projected earnings increases have been set within this modeller to bring them into line with the expectations of the organisation. These are set out below

Number of active members in the scheme

	2022 No.	2021 No.
Active	3	3
Deferred	30	32
Pensioners	9	8

Financial assumptions

	2022 % pa	2021 % pa
Rate of discount	3.09	2.51
Price inflation (RPI)	3.79	3.54
Price inflation (CPI)	3.45	3.17
Earnings increases	3.45	3.17
Allowance for commutation of pension for cash at retirement	75%	75%

Other material assumptions

	years	years
Life expectancies in retirement:		
Male currently aged 65	21.10	22.90
Female currently aged 65	23.70	25.10
Male currently aged 45	22.40	21.60
Female currently aged 45	25.20	23.50

Present Values of Defined Benefit Obligation, Fair Value of Assets and Defined Benefit Asset / (Liability)

	2022 £'000	2021 £'000
Fair value of plan assets	2,637	2,900
Present value of defined benefit obligation	(2,890)	(3,714)
Surplus / (deficit) in plan	(253)	(814)
Defined benefit asset /(liability) to be recognised	(253)	(814)
Net defined benefit / (liability) to be recognised	(253)	(814)

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

30 Pension schemes (continued)

Defined benefit schemes multi-employer (continued)

Social Housing Pension Scheme - defined benefit (continued)

Reconciliation of Opening and Closing Balances of the Fair Value of Plan Assets

	2022 £'000	2021 £'000
Opening fair value of employer assets	2,900	2,511
Interest income	63	68
Experience on plan assets	462	196
Contributions by the employer	143	141
Benefits paid and expenses	(931)	(16)
Closing fair value of employer assets	2,637	2,900

Reconciliation of Opening and Closing Balances of Defined Benefit Obligation

	2022 £'000	2021 £'000
Opening defined benefit obligation	3,714	2,894
Expenses	5	5
Interest cost	82	76
Actuarial losses	20	755
Benefits paid and expenses	(931)	(16)
Closing defined benefit obligation	2,890	3,714

Defined Benefit Costs Recognised in the Statement of Financial Activities (SOFA)

	2022 £'000	2021 £'000
Expenses	5	5
Net interest expense	19	8
Defined benefit costs recognised in the SOFA	24	13
Actual return on employer assets	687	(43)

Fair value of employer assets

	2022 £'000	2021 £'000
Global Equity	506	462
Absolute Return	106	160
Distressed Opportunities	94	84
Credit Relative Value	88	91
Alternative Risk Premia	87	109
Emerging Markets Debt	77	117
Risk Sharing	87	106
Insurance-Linked Securities	61	70
Property	71	60
Infrastructure	188	193
Private Debt	68	69
Opportunistic Illiquid Credit	89	74
High Yield	23	87
Opportunistic Credit	9	79
Cash	9	-
Corporate Bond Fund	176	171
Liquid Credit	-	35
Long Lease Property	68	57
Secured income	98	121
Liability Drive Investment	735	737
Currency Hedging	(10)	-
Net Current Assets	7	18
	2,637	2,900

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

30 Pension schemes (continued)

Defined benefit schemes multi-employer (continued)

Social Housing Pension Scheme - defined benefit (continued)

FRS102 pension liability reconciliation 2022

	Assets £'000	Liabilities £'000	Total £'000
Brought forward	2,900	(3,714)	(814)
Actuarial gains/(losses)	-	(20)	(20)
Expenses	-	(5)	(5)
Experience on Plan Assets	462	-	462
Interest	63	(82)	(19)
Contributions in - e'er	143	-	143
Benefits out	(931)	931	-
At year end	2,637	(2,890)	(253)
Net change in scheme surplus/(deficit)			561
Net current service cost / expense in SoFA			(24)

FRS102 pension liability reconciliation 2021

	Assets £'000	Liabilities £'000	Total £'000
Brought forward	2,511	(2,894)	(383)
Actuarial gains/(losses)	-	(755)	(755)
Expenses	-	(5)	(5)
Experience on Plan Assets	196	-	196
Interest	68	(76)	(8)
Contributions in - e'er	141	-	141
Benefits out	(16)	16	-
At year end	2,900	(3,714)	(814)
Net change in scheme surplus/(deficit)			(431)
Net current service cost / expense in SoFA			(13)

NHS Pension Scheme

For some employees, who have previously worked in the NHS, Thera East Anglia, Thera East Midlands, Thera East, Thera North, Thera South West and The Camden Society also participate in the NHS Pension Scheme ("the Scheme"), which is a defined benefit scheme. Contributions to this scheme, which are charged against net income, are set by the Government Actuary as set out below. The pension charge for the year in respect of this Scheme was £162,322 (2021: £163,174). The amount outstanding at 31 March, 2022 was £Nil (2021: £Nil).

Past and present employees are covered by the provisions of the two NHS Pensions Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at: www.nhsbsa.nhs.uk/pensions.

Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS Body of participating in the scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the Financial Reporting Manual (FReM) requires that 'the period between formal valuations shall be four years, with approximate assessments in intervening years'. An outline of these follows:

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

30 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

NHS Pension Scheme (continued)

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2022, is based on valuation data as 31 March 2021, updated to 31 March 2022 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account its recent demographic experience), and to recommend the contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019 to 20.6% of pensionable pay.

The 2016 funding valuation also tested the cost of the Scheme relative to the employer cost cap that was set following the 2012 valuation. There was initially a pause to the cost control element of the 2016 valuations, due to the uncertainty around member benefits caused by the discrimination ruling relating to the McCloud case.

HMT published valuation directions dated 7 October 2021 (see Amending Directions 2021) that set out the technical detail of how the costs of remedy are included in the 2016 valuation process. Following these directions, the scheme actuary has completed the cost control element of the 2016 valuation for the NHS Pension Scheme, which concludes no changes to benefits or member contributions are required. The 2016 valuation reports can be found on the NHS Pensions website at <https://www.nhsbsa.nhs.uk/nhs-pension-scheme-accounts-and-valuation-reports>.

Local Government Pension Scheme - Nottinghamshire

Tera East Midlands participates in Nottinghamshire County Council's Local Government Pension Scheme ("the Scheme"). The Scheme is funded and is contracted-out of the State Pension scheme.

Contributions payable during the period amount to £19,519 (2021: £19,755). The amount outstanding in respect of employer and employee contributions for this Scheme at the year end was £Nil (2021: £Nil).

The Trustee commissions an actuarial valuation of the Scheme every three years. The main purpose of the valuation is to determine the financial position of the Scheme in order to address the level of future contributions required so that the Scheme can meet its pension obligations as they fall due.

The last formal valuation of the Scheme was performed as at 31 March 2019 by a professionally qualified Actuary using the Projected Unit and Attained Age Methods. The market value of the Scheme's assets at the valuation date was £5,415 million. The valuation revealed a shortfall of assets compared with the value of liabilities of £405 million, equivalent to a past service funding level of 93%.

The next triennial formal valuation of the Scheme is due as at 31 March 2022.

Tera East Midlands has not been notified by Nottinghamshire County Council of the estimated employer debt on withdrawal from the scheme. However, at the request of the Council, Tera East Midlands has put in place an on-demand bond to meet the level of risk arising in the event of insolvency, winding up or liquidation of the company, as assessed by the Council following actuarial advice. This bond is in the sum of £90,000, and has been provided by HCC International Insurance Company Plc.

The number of members of the scheme are set out below.

The data as at 31 March 2022 and 31 March 2021 has been calculated from the valuation provided by Barnett Waddingham . These are set out below:

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

30 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

Local Government Pension Scheme - Nottinghamshire (continued)

Number of active members in the scheme

	2022	2021
	No.	No.
Active	5	5
Deferred	11	12
Pensioners	7	6

Financial assumptions

	2022	2021
	% pa	% pa
Rate of discount	2.6	2.05
Price inflation (CPI)	3.15	2.85
Salary increases	4.15	3.85

Other material assumptions

	years	years
Life expectancies in retirement:		
Male currently aged 65	21.6	21.6
Female currently aged 65	24.3	24.3
Male currently aged 45	23	22.9
Female currently aged 45	25.8	25.7

Present Values of Defined Benefit Obligation, Fair Value of Assets and Defined Benefit Asset / (Liability)

	2022	2021
	£'000	£'000
Fair value of plan assets	1,262	1,167
Present value of defined benefit obligation	(1,954)	(1,992)
Deficit in plan	(692)	(825)
Defined benefit liability to be recognised	(692)	(825)
Net defined liability to be recognised	(692)	(825)

Reconciliation of Opening and Closing Balances of the Fair Value of Plan Assets

	2022	2021
	£'000	£'000
Opening fair value of employer assets	1,167	966
Interest income	24	23
Return on plan assets	63	176
Administration expenses	(1)	-
Contributions by the employer	20	20
Contributions by members	6	6
Benefits paid and expenses	(17)	(24)
Closing fair value of employer assets	1,262	1,167

Reconciliation of Opening and Closing Balances of Defined Benefit Obligation

	2022	2021
	£'000	£'000
Opening defined benefit obligation	1,992	1,454
Current service cost	58	40
Past service cost	-	-
Interest cost	41	34
Contributions by members	6	6
Actuarial losses / (gains)	(126)	482
Benefits paid and expenses	(17)	(24)
Closing defined benefit obligation	1,954	1,992

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

30 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

Local Government Pension Scheme - Nottinghamshire (continued)

Defined Benefit Costs Recognised in the Statement of Financial Activities (SOFA)

	2022 £'000	2021 £'000
Current service cost	58	40
Net interest expense	17	11
Administration expenses	1	-

Defined benefit costs recognised in the SOFA

76	51

Actual return on employer assets

87	199

Fair value of employer assets

	2022 £'000	2021 £'000
Equities	779	745
Gilts	40	41
Other bonds	93	87
Property	145	124
Cash	72	62
Inflation-linked pooled fund	64	45
Infrastructure	69	63
	1,262	1,167

FRS102 pension liability reconciliation 2022

	Assets £'000	Liabilities £'000	Total £'000
Brought forward	1,167	(1,992)	(825)
Actuarial gains/(losses)	-	126	126
Return on Plan Assets	63	-	63
Current service cost	-	(58)	(58)
Administration expenses	(1)	-	(1)
Interest	24	(41)	(17)
Contributions in - e'er	20	-	20
Contributions in - e'ee (participants)	6	(6)	-
Benefits out	(17)	17	-
At year end	1,262	(1,954)	(692)
Net change in scheme surplus/(deficit)			133
Net current service cost / expense in SoFA			(76)

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2022

FRS102 pension liability reconciliation 2021

	Assets £'000	Liabilities £'000	Total £'000
Brought forward	966	(1,454)	(488)
Actuarial gains/(losses)	-	(482)	(482)
Return on Plan Assets	176	-	176
Current service cost	-	(40)	(40)
Past service cost	-	-	-
Interest	23	(34)	(11)
Contributions in - e'er	20	-	20
Contributions in - e'ee (participants)	6	(6)	-
Benefits out	(24)	24	-
At year end	1,167	(1,992)	(825)
Net change in scheme surplus/(deficit)			(337)
Net current service cost / expense in SoFA			(51)

Thera Trust

Notes to the Financial Statements

for the year ended 31 March 2022

30 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

Local Government Pension Scheme - Oxfordshire

The Camden Society also participates in the Oxfordshire Local Government Pension Scheme ("the Scheme"). This is a multi-employer, defined benefit type scheme and the assets of the scheme are held separately from those of the charity in independently administered funds. Contributions payable during the year amounted to £47,920 (2021: £65,192). As at the balance sheet date there were 14 (2021: 15) active members of the Scheme employed by the Society. The amount outstanding in respect of this Scheme at the year-end was £Nil (2021: £Nil).

It is not possible in the normal course of events to identify on a consistent and reasonable basis the share of underlying assets and liabilities belonging to individual participating employers. This is because the Scheme is a multi-employer scheme where the Scheme assets are co-mingled for investment purposes, and benefits are paid from total Scheme assets. Accordingly, due to the nature of the Scheme, the accounting charge for the period under FRS102 represents the employer contribution payable.

Oxfordshire County Council has confirmed that it will take responsibility for any funding deficit arising should The Camden Society cease to be a member in the Scheme.

Local Government Pension Scheme - Worcestershire

Aspire Living Limited participates in the Worcestershire County Council's Local Government Pension Scheme ("the Scheme"). The Scheme is funded and is contracted-out of the State Pension scheme.

The Council has agreed to fund any additional employer pension costs which may be required to address future pension scheme deficits in relation to Aspire's staff.

Contributions payable during the period amount to £80,166 (2021: £91,370). The amount outstanding in respect of employer and employee contributions for this Scheme at the year-end was £Nil (2021: £Nil).

As at the balance sheet date there were 15 (2021: 19) active members of the Scheme employed by Aspire Living Limited.

It is not possible in the normal course of events to identify on a consistent and reasonable basis the share of underlying assets and liabilities belonging to individual participating employers. This is because the Scheme is a multi-employer scheme where the Scheme assets are co-mingled for investment purposes, and benefits are paid from total Scheme assets. Accordingly, due to the nature of the Scheme, the accounting charge for the period under FRS102 represents the employer contribution payable.

The scheme's Trustee commissions an actuarial valuation of the Scheme every three years. The main purpose of the valuation is to determine the financial position of the Scheme in order to address the level of future contributions required so that the Scheme can meet its pension obligations as they fall due.

The last formal valuation of the Scheme was performed as at 31 March 2019 by a professionally qualified Actuary. The market value of the Scheme's assets at the valuation date was £2,795 million. The valuation revealed a shortfall of assets compared with the value of liabilities of £295 million, equivalent to a past service funding level of 90%. This is an increase on the 75% funded position as a result of the 2016 valuation.

A common rate of contribution of 17.5% of pensionable pay per annum is required from employers. The common rate is calculated as being sufficient, together with contributions paid by members, to meet all liabilities arising in respect of service after the valuation date. The deficit of £295 million would be eliminated by a contribution addition of £28 million per annum increasing at 3.9% per annum for 15 years.

The next triennial formal valuation of the Scheme is due as at 31 March 2022.

Local Government Pension Scheme - Wiltshire

Thera South West participates in Wiltshire Council's Local Government Pension Scheme (WLGPS). The Scheme is funded and is contracted-out of the State Pension scheme.

Contributions payable during the period amount to £5,183 (2021: £5,104). The amount outstanding in respect of employer and employee contributions for this Scheme at the year-end was £Nil (2021: £Nil).

It is not possible in the normal course of events to identify on a consistent and reasonable basis the share of underlying assets and liabilities belonging to individual participating employers. This is because the Scheme is a multi-employer scheme where the Scheme assets are co-mingled for investment purposes, and benefits are paid from total Scheme assets. Accordingly, due to the nature of the Scheme, the accounting charge for the period under FRS 102 represents the employer contribution payable.

Wiltshire County Council has confirmed that it will take responsibility for any funding deficit arising should Thera South West cease to be a member in the Scheme.

As at the balance sheet date there were 1 (2021: 1) active members of the Scheme employed by Thera South West.

The Trustee commissions an actuarial valuation of the Scheme every three years. The main purpose of the valuation is to determine the financial position of the Scheme in order to address the level of future contributions required so that the Scheme can meet its pension obligations as they fall due.

The last formal valuation of the Scheme was performed as at 31 March 2019 by a professionally qualified Actuary. The market value of the Scheme's assets at the valuation date was £2,589 million. The valuation revealed a shortfall of assets compared with the value of liabilities of £92 million, equivalent to a past service funding level of 97%.

The next triennial formal valuation of the Scheme is due as at 31 March 2022.

THERA TRUST

England & Wales - Charity number 1090163

Accounts



THERA TRUST

Registered No: 03593418

Charity No: 1090163

TRUSTEES' CONSOLIDATED REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH, 2021

THERA TRUST

CONTENTS

	Page
Introduction	1
Report of the Directors and Trustees (Including Strategic Report)	2 - 96
Report of the Independent Auditor	97 - 107
Summary of Money	108
Consolidated Statement of Financial Activities	109
Balance Sheets	110
Consolidated Statement of Cash Flows	111
Notes to the Financial Statements	112-155

THERA TRUST

INTRODUCTION

**These papers tell readers what the company has been doing
between April 2020 and March 2021.**

**The directors have written about what has gone well and what
needs development.**

You can see how the company has managed its money.

The accounts have been checked by our Auditor – Sayer Vincent LLP

**Some of these papers must be written in legal language. We have
introduced each section with an Easy Read text box.**

THERA TRUST
REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2021

The Directors are pleased to present their report and financial statements for the year ended 31 March, 2021.

REFERENCE AND ADMINISTRATIVE INFORMATION

Charity Name	Thera Trust
Charity Registration Number	1090163
Country of registration	England and Wales
Company Registration Number	03593418
Country of incorporation	United Kingdom
Registered Office	134 Edmund Street Birmingham B3 2ES
Principal Address	The West House Alpha Court Swingbridge Road Grantham Lincolnshire NG31 7XT
Company Secretary	Simon Conway

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

Auditor

Sayer Vincent LLP
Statutory Auditor
Invicta House
108-114 Golden Lane
London
EC1Y 0TL

Solicitors

Anthony Collins Solicitors LLP
134 Edmund Street
Birmingham
B3 2ES

T C Young
Melrose House
69a George Street
Edinburgh
EH2 2JG

Principal Bankers

Barclays Bank plc
43 High Street
Sutton
Surrey
SM1 1DR

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

BOARD OF TRUSTEE DIRECTORS

Members of the Board of Trustee Directors, who are Directors for the purpose of company law and Trustees for the purpose of charity law, who served during the year and up to the date of this report are set out below:

John Blundell

Karen Boyce-Dawson*

Christine Chang

Simon Conway*

Jennifer Garrigan*

Elizabeth Lichten (appointed 4 May, 2020)

Michelle McDermott (appointed 28 September, 2020) Co-Chairperson

Michael Morgan

Jill Parker

Martin Pilkington

Christopher Rheinberg

Matthew Smith*

Sally Warren (appointed 27 April, 2020) Co-Chairperson

Details of trustee remuneration are detailed in Note 7 to the accounts.

* Members of the executive team of the charitable group of companies.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

This section explains that directors are responsible for putting together accounts which must show a true and fair view. This is the law.

RESPONSIBILITIES OF THE BOARD OF TRUSTEE DIRECTORS

The Directors (who are also the Trustees of Thera Trust for the purposes of charity law) are responsible for preparing the Report of the Directors and Trustees (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of Thera Trust, the charitable company, and of the Group and of Thera Trust's and the Group's incoming resources and application of resources of the charity 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;
- ✓ make judgements and accounting estimates that are reasonable and prudent;
- ✓ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

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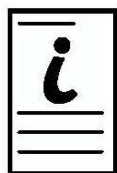
REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

- ✓ prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue in operation.

The Board of Directors is responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and of the Group to enable it to ensure that the financial statements comply with the Companies Act 2006. The Board of Directors is also responsible for safeguarding the assets of Thera Trust, the charitable company, and of the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2021**



report

Report of the Directors and Trustees¹

As we sit and write a few words for the Annual Report, we are finding it hard to believe that a full year has passed since the last report. What a year!

We said last year that relationships are important and that we had started meeting people around the Group. We are still meeting people! We have met people supported by Thera and staff throughout the Group, who have worked with so much passion, determination, imagination, and a sense of fun to ensure that those people are not only well supported, but well connected during a pandemic that none of us could ever have imagined.

Everything we do as a Group of companies is to ensure that people with a learning disability receive quality support to live good lives. We have particularly enjoyed hearing stories about the lives of people we support. Stories of success that celebrate, but also lead to shared learning and the chance to explore what more is possible. The impact stories, later in this report, share some of this.

Ensuring each company board has unremunerated directors with a range of skills to support Thera's work is crucial to developing and

¹ Thera Trust seeks to make its annual report and accounts accessible to all of its readers, including those with a learning disability, whilst meeting all statutory requirements. This approach requires us to "tell the story" comprehensively for the year. Key information required as part of the strategic report (context to the financial statements, analysis of our performance and insight into our objectives, strategies and risks) is woven throughout and a single integrated report is therefore being provided.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

maintaining good support and governance. We are grateful to all those across the group who have committed so much of their time, energy and skill AND we are thrilled to have welcomed new paid and unremunerated directors in the last year! We will be working hard over the coming year to meet board members across Thera, as well as working with the Chairpersons' Forum, to ensure ever greater connections, shared learning, and strong governance.

One of the things that attracted us to Thera was that at its very core is the commitment to people with a learning disability being valued as leaders in society. In our first year as co-chairpersons, we have seen what this means in reality! We have met Service Quality Directors, who play such a crucial role in shaping all we do. We have also welcomed new Service Quality Directors and our leadership team grows stronger. We look forward to working with them all in the coming year.

After what will be 17 years with Thera, Karen Boyce-Dawson, Director of Operations, will be leaving Thera in the middle of 2022. We and many people we have spoken to are going to miss her passion and energy. We wanted to share some of Karen's message here:

"I am incredibly proud to have been part of the Thera story. Future plans have though been brought forward by personal family circumstances and I'm moving into semi-retirement with a mix of time at home and travelling. This early announcement allows time to ensure a good hand-over and a smooth transition. It will be very

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

difficult to leave Thera and everyone who is part of making the organisation such a unique and special organisation and charity. I very much aim to stay connected!"

We know that Karen leaves a strong organisation with a widely respected Vision which continues its ambitious strategy. In the interim, a core group of senior leaders has taken responsibility for co-ordination and oversight of the Group's day to day operations.

Thera remains absolutely committed to leadership by people with a learning disability as expressed in its equal executive team structure. Trustees will now take time to review and recruit to future leadership needs.

We and the rest of Thera Trust's trustees want to say an enormous thank you to the people we support, their families, our staff, and paid and unremunerated directors for everything that has been achieved last year. We know that, across the country, the year ahead will present many challenges for social care. Yet, we also know that working together we can remain focused on Thera's values and find a positive way forward when challenges present themselves.

We started by saying we love meeting people well, we have also now started travelling around the country for our board meetings. We

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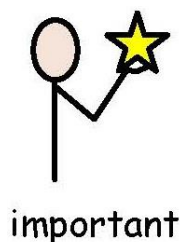
REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

are hosting 'Tea and Cake' sessions with members, people we support, staff and company directors - a chance to meet informally and share news.

We really hope to meet lots of you for tea and cake over the next year.

Michelle McDermott, Sally Warren
Co-Chairpersons

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2021**



What is Important for Thera

Thera has always said that the people it supports must be involved in how the organisation does its job. Thera's Vision clearly sets out Thera's philosophy to demonstrate the leadership and other abilities of people with a learning disability and to ensure their control of, and involvement in, Thera.

Our vision

-  **Thera will show that people with a learning disability can be leaders in society**
leader
-  **Thera will be controlled by people with a learning disability**
control
-  **People supported by Thera can say how their Thera company is directed and managed**
managed
-  **People with a learning disability will design the support they want from Thera.**
choice
-  **Thera will respect the rights and wishes of people at work, at home and in the community**
respect
-  **People with a learning disability will check the quality of support from their Thera company**
quality
-  **Thera Group will be led by a charity**
charity

**Thera Group**[®]
Supporting people with a learning disability

www.thera.co.uk

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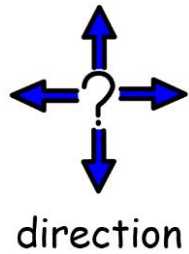
REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

People with a learning disability have a greater profile in society today than they did twenty-three years ago when Thera started. They are increasingly represented in mainstream media. However, they still face considerable prejudice and misunderstanding. Particularly during the early stages of Covid-19, there was little focus nationally on their specific needs and risks. A Health Committee report found a lack of care, “disproportionately high mortality rates” and existing health inequalities exacerbated; and that patients with a learning disability were automatically being labelled as “do not resuscitate” without any prior consultation. Hate crime is often covered in the media and people still find themselves limited in their life choices by lack of funding or suitable property, on the margins of their local community, or excluded from employment. More subtly, charitable and social effort sometimes limits people’s life choices by focussing on inputs to their “condition”, attempting to mitigate its impact, rather than on outcomes, empowering individuals to live an independent life with support.

It’s also still the case that many people with a learning disability, particularly those with complex needs, remain hidden away from society. NHS statistics indicate that there were 2,035 people with a learning disability in inpatient settings at the end of March. 2021 and more than half had been there for over 2 years.

Thera's Vision therefore remains as relevant and necessary as it was when the organisation was first established.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2021**



Strategic Direction

Thera's strategic direction continues the range of care, support, services and activities that Thera is now known for. As a charitable group of companies, this direction is delivered both by Thera Trust itself and through its subsidiary companies.

- ✓ Supporting people to have a great life, including:
 - a) continued focus on supporting people with complex needs
 - b) improving access to specialist health care
 - c) developing further our capacity and skills to support younger people with a learning disability
- ✓ Supporting more people and working in more areas
- ✓ Creating opportunities for people beyond exclusive activities and paid support
- ✓ Offering employment and training opportunities to more people in more areas
- ✓ Expanding development opportunities for leaders with a learning disability
- ✓ Facilitating access to specialist housing within people's chosen communities
- ✓ Building the capacity of communities to welcome, and to, offer more social connections to, and support people with a learning disability
- ✓ Supporting other organisations that share Thera's Vision
- ✓ Engaging in research and proactively influencing society for the benefit of people with a learning disability

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

- ✓ Protecting Thera's Vision as the organisation develops
- ✓ Developing further the empowerment, autonomy and accountability of staff teams around people with a learning disability
- ✓ Building our charitable reserves

In addition to the needs of beneficiaries and commercial considerations, trustees continue to have regard to the Charity Commission's guidance on public benefit and believe that the strategic direction, objectives and activities of Thera Trust and its subsidiaries fulfil the Commission's requirements. Thera's objects², aims and activities continue to be charitable and provide benefit both directly and indirectly to individuals in need, their families, and the local communities in which they live. The organisation does not restrict its activities on the basis of ability to pay and nor are they unreasonably restricted in any other way.

Throughout each year, Thera Trust's trustees track progress of the strategic plan which delivers our strategic direction. Whilst the content of our annual report sets out progress, Covid-19 limited what was able to be achieved during the year.

Trustees of Thera Trust promote the purposes of the charity in a number of ways, noting that this is in their role as trustees of the

² Thera Trust's charitable objects are for the public benefit and are "the relief of persons with a learning disability, their families and carers by the provision of support services including services in the support of residential, respite and other suitable forms of care, education and work opportunities and to promote public awareness of the needs of such persons and to give support to their families" and "the promotion of the effective use of charitable resources for the benefit of the public by the provision of services to organisations involved in the relief of persons with learning disabilities, their families and carers." and "the company can do all other things that are incidental or conducive to its objects or any of them."

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

parent company of a charitable group of companies. As well as talking about Thera, they:

- ✓ Ensure company articles provide for:
 - a) company members with lived experience of learning disability
 - b) paid and unpaid directors with lived experience of learning disability
- ✓ Maintain and govern a group structure to enable the engagement of local boards and leaders more directly with beneficiaries and their local communities
- ✓ Promote control and involvement by beneficiaries of their local company through company membership
- ✓ Appoint paid and unpaid directors with lived experience of learning disability to the Thera Trust and subsidiary company boards
- ✓ Set a strategic direction for the Group's activities which focusses on and responds to the interests of beneficiaries rather than organisational targets
- ✓ Employ staff with lived experience of learning disability
- ✓ Encourage peer review of the quality of Thera's work
- ✓ Provide social investment grants in support existing and future beneficiaries and of charitable activities
- ✓ Undertake fundraising activities for the benefit of beneficiaries either generally or for specific projects

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

- ✓ Promote communication internally and externally that is as accessible as possible to those with lived experience of learning disability
- ✓ Maintain a governance and policy structure that promotes the charity's objects
- ✓ Undertake activities designed to promote the interests of people with a learning disability in government and in wider society



Thera Supports People with a Learning Disability

support

As of 31 March, 2021, Thera was providing support to around 3,000 people with a learning disability (31 March, 2020 – 3,300) across the UK. As well as changes to contracts, closure of venues and people choosing to stop being supported, during the course of the year, 79 people we supported passed away, including ten as a specific result of Covid-19. Local Authority commissioning activity was largely paused for the entire period and additional introductions of people who needed Thera's support, which would normally occur through the year, were therefore at a minimum. In addition, as restrictions have eased, fewer people are choosing to be supported in venues where people congregate. Sadly also, some local authorities have noted that individuals who have previously benefitted from relatively few hours of support per week have appeared to manage without this support during the pandemic and they have then taken the opportunity to de-commission their support.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

The range of Thera's work is described in its Social Impact Framework. Our independently assessed fifth Social Impact Report was published during the year and we were really pleased that Thera retained the top scoring of 1 for both Social Impact and Financial Confidence. These ratings are based on an assessment, by Investing for Good, of over 200 impact and financial criteria using 'The Good Analyst' methodology.

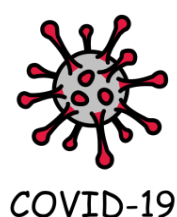
At the time of writing, our sixth report was being compiled showing Thera's performance against this framework. Copies of our annual impact reports can be viewed online at <https://www.thera.co.uk/investors>.

Each year, we hear stories from people we work with which continue to inspire us! We see our impact demonstrated ever more clearly in such stories. They show individual achievement in so many ways and, in particular, the leadership abilities of people with a learning disability and the extent to which they are able to take their place as valued citizens in their local community. Some of their stories are included throughout this report and illustrate the work that Thera does and the impact that we have in people's lives.

Much of the focus of the stories in this report has the pandemic as a backdrop. Our impact last year has more often been about helping people cope with the restrictions placed on their lives, ensuring their safety and continued health, and maintaining contact with family and friends during periods of lockdown. In some cases, our work has

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2021**

been about helping people towards the end of their life or through bereavement. The impact of good support in such different circumstances is no less remarkable than in previous years.



A Brief History of Thera and Covid-19

Last year, a section of our report was headed "Preparations for Covid-19". Three months into the new year, the organisation had "settled" in to the "new normal". Some operational issues continued, but that extensive preparatory work proved its worth. As the first lockdown started to ease, different challenges presented themselves, with careful risk assessments and management plans needed as people start to meet once more face to face.

People with a learning disability are amongst those across the country who are more susceptible to the impact of Covid-19. All of the preparations and Thera's ongoing work therefore had the overall objective of ensuring that vulnerable people with a learning disability were kept safe and supported to cope with the restrictions and the resultant changes to their daily lives.

Overall, the year was dominated by the operational challenges of ensuring sufficient staff were available day to day to provide care, support, and services to people and their families, supporting staff who themselves were infected or needed to isolate, or who came into contact with those who were.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

The designation of people caring for vulnerable people as "key workers" was welcomed. Staff were provided with guidance and support as necessary. Where appropriate, staff were re-deployed to support core activities. Staff working out of Thera's Grantham Office, as far as possible, worked from home for much of the year.

Earlier in the year, there was huge effort to obtain and distribute personal protective equipment. Supply issues eased as the months rolled on and in the latter part of the year, an increasing volume of personal protective equipment was able to be sourced from central NHS portals, reducing direct costs to Thera.

Following the initial investment in IT infrastructure, as the year progressed, its functionality and use increased and became more sophisticated. As the weeks and months passed, people became increasingly used to online meeting.

Our Covid-19 Steering Group continued to co-ordinate Thera's response to the pandemic throughout the year. Policy and practice were ever more rapidly updated in line with often frequently changing and sometimes contradictory regulations and guidance.

The lockdowns led to the temporary closure of venues where local authorities commission support to beneficiaries in groups. Around 275 of Thera's beneficiaries were initially affected by this across the UK. However, this provided several companies in the Group with an immediate and unexpected opportunity to advance our work with beneficiaries and their families to re-imagine how they might be supported in the absence of such venues in the future, in line with the

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

Group's strategic plan. The permanent closure of large-scale "day centres" started to emerge as a potential positive outcome of the lockdown as individuals realised that there are a wide range of opportunities outside of such buildings and that they do not need to accept the traditional commissioning by local authorities of this type of support.

There was other positive influence and impact for beneficiaries in the early part of the year. Whilst large scale projects were not able to progress, there were fantastic stories of creativity and innovation. Much of Thera's work at that point in the year might be characterised as "just getting on with the day job". Thera's impact has been in how that was being achieved. Have a look at our "Don't Worry, Be Happy" video at <http://https://www.thera.co.uk/news/dont-worry-be-happy/> !

Nevertheless, whilst lots of people enjoyed a quieter pace of life or were able to try out new hobbies, others struggled with the additional lockdown restrictions. Beneficiaries were kept motivated with online quiz nights, tea parties and cake competitions. One company introduced a "peer pal" scheme so that beneficiaries could check on each other, engage with people other than their staff team and undertake a role which provided a sense of value, structure and purpose.

As the year progressed, there was some indication that new restrictions and lockdowns, and the developing complexity and changeability of rules and guidelines, started to have a substantial negative impact on some beneficiaries. For example, those with

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

autism, where clear routines are important, were finding the changes in what could and could not be done, or who could or could not be seen, very difficult to cope with. In some instances, greater levels of staff support were necessary as a result.

Initially infection levels remained very low across the Group and no one supported or employed found themselves seriously ill or in hospital. This continued in to the second quarter of the year and at the half year point, fewer than 3% of Thera's staff were isolating. There was though starting to be an uptick amongst staff and beneficiaries isolating at home, either with symptoms or following a positive test. Of greater concern were individuals who, having been admitted to hospital for non-Covid-19 reasons and testing negative on admission, found themselves Covid-19 positive, reflecting broader experience reported across the country.

Latterly, a further seven people passed away specifically as a result of Covid-19, following three people earlier in the year. We also mourned the loss of a member of staff who also passed away because of Covid-19. Each of these individuals left behind family, fellow tenants, friends, and members of staff who will miss them and grieve their passing.

Yet, whilst Thera saw increase in Covid-19 infections in the winter period in line with the rest of the country, levels continued to remain low compared to other parts of the social care sector. Over the final quarter of 2020-21, levels of infection amongst people we support and amongst staff started to subside and we were pleased to see the

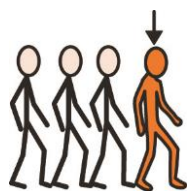
THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

start of the rapid vaccination of people we support and of members of staff.

It is often at times of crisis that the best of people shows through. We have seen the resilience and adaptability even of those beneficiaries who might have been expected to struggle considerably, the sheer hard work and humanity of our workforce and the sometimes unexpected support from partner organisations and individuals, including our investors. All of the above reminds us in particular of the passion and dedication of each member of our workforce in support of our beneficiaries, for which we are immensely grateful.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2021**



leader

Promoting People's Place in Society

Thera promotes the leadership abilities of people with a learning disability by employing them in senior roles within the organisation and offering them membership of their local Thera company. Thera also aims to support people to have a voice as citizens.

Jordan Allan was interviewed as a candidate for the role of Service Quality Director for Thera (Scotland) in February, 2020, and then ...

“I have been in post for a year now since May, 2020. It has been a very strange year starting a new job in lock-down, but I have very much enjoyed my first year ... In normal circumstances, I would be doing home visits, but because of Covid-19 I have not been able to do this. I have been doing virtual [video] calls with some people and phone calls with others. I run through a virtual questionnaire which asks people if they are happy with their support and if there is anything that they are not happy with. People have said that they are happy with their support but miss their day to day activities ... We have also held some events over Zoom throughout the year - a pumpkin carving competition, fancy dress, a Christmas card competition, a Valentine's show and a design an Easter Egg competition ... I am looking forward to visiting people in their own homes very soon and being able to attend face to face board and senior management meetings.”³

³ Edited from Thera (Scotland)'s annual report

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

Sam Holman is the Service Quality Director for Thera South West:

“This year has been very challenging as, due to Covid-19, we have all had to learn new ways of working with technology and with colleagues and to learn different ways to deliver our support. Last year, I had set out plans to host Being Heard events, make visits to the people we support and host ‘fun days’. Unfortunately, the words “lockdown”, “stay home” and “restrictions” became part of our lives and I was unable to do so. The rules and restrictions were very confusing and frustrating as they changed so often, and I found it difficult to keep up. I realised that some of the people we support must have felt the same.

We held a virtual AGM last year and company members were given an opportunity to vote on some important decisions and I also launched a project to promote company membership. Phase one was focussed on the people we support, phase two on family carers and phase three will be for staff.”⁴

Andrew Bright, one of Thera's Service Quality Directors, has been nominated for a second time to the Learning Disability and Autism Leaders' List. He is also a judge on Shaw Trust's Disability Power 100, an annual publication of the 100 most influential disabled people in the UK working to change society's attitude towards disability.

⁴ Edited from Thera South West's annual report

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2021**



great

Individual (Direct) Support – Supporting People to Have a Great Life!⁵

This is the main area of Thera's work. We aim to support people to achieve their ambitions, increase their independence and social / personal well-being with support in many aspects of their day-to-day lives, helping them to maintain a tenancy and build circles and networks of support in their local community.

Much of this aspect of Thera's work is intensive 24-hour support, to people with complex support needs, in their own homes and alongside them in their local communities. The impact of Thera's support sometimes seems only to be small steps but, over the longer term, great strides are evident.

Thera supports, helps, and encourages people in developing a range of practical life skills, to take an active part in their local community, in employment, education, hobbies and interests, for short breaks and on holiday. Thera also supports people who want only a small amount of support from us, as one part of their overall network of family, friends and support.

During 2020-21, many of the people supported by Thera struggled greatly with the impact and changeability of the restrictions. Staff wearing full personal protective equipment made communication

⁵ In some instances, people supported by Thera have asked that their real names are used in the stories in this section of the report.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2021**

more difficult and could be scary. Some people found changes to established routines extremely difficult to cope with.

In other cases, however, individuals who had habitually undertaken regular activities or attended local authority day centres suddenly found themselves enjoying less hurried weeks; and they were able to enjoy the peace of country walks or just tending their garden. The rapid introduction for other people of tablets and other technology opened up a new world to explore online or the ability to catch up with relatives and friends more regularly or even for the first time.

‘Jackie’ had been living with her father in Thriplow all of her life. As she got older, she wanted to live more independently and have a life of her own. She had lots of connections with Sawston and the village was on the top of her wish list of places to live. She had friends in Sawston and had worked at the local charity shop and in the café.

‘Jackie’ experienced a serious illness a few years back and now she needed 24-hour support. The coronavirus pandemic had a big impact on her, and her father could not support her anymore. She had to move into respite in Cambridge, but her hope was still to find somewhere to live.

‘Jackie’ was one of two people to visit a house in November, 2020 and she loved it as soon as she saw it. She was anxious to find out who would be successful in taking up the tenancy and she was very

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

happy to find out it was her! But the pandemic was still having a significant impact in planning a house move. 'Jackie' self-isolated in her room for fourteen days before moving. She moved in, but, the very same day, her latest test came back positive. So poor 'Jackie' had to spend ten days self-isolating in her brand-new room separated from everyone else in the house and looking at her new support team through a full set of scary personal protective equipment.

She did say she felt like she was in a strange hotel with room service for meals, waited on hand and foot via a call bell or phoning staff at the other end of the house. As soon as her isolation period ended there was a big celebration takeaway meal.

Just as 'Jackie' was getting used to her new home, she received an extra shielding letter at the beginning of March. Now she was facing even tighter restrictions and whilst she had to stay indoors, she spent a month picking up crafting skills, learning to knit and baking cakes for everyone. 'Jackie' is now enjoying her new freedom in Sawston and can go independently to the local shops. She is planning trips to Norwich and the seaside. She is taking control of her own finances and has upgraded her phone and she is enjoying her new life. She gets on very well with the other ladies who share her house. She fitted their "who we want to live with" perfectly.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2021**



employment

Employment, Training and Social Enterprises

Unity Works Social Enterprises supports people with a learning disability with training and support into, and in, work. This includes working through its social enterprises - catering, gardening, warehousing and distribution, in addition to working alongside a number of Further Education colleges to support young people of 19-25 years to progress from vocational courses into employment. As well as its work in London, Unity Works' experience and expertise is now being shared more widely across the Group and they are developing tools to help other Thera companies support people into work.

During the year, Unity Works' activities were severely disrupted. All face-to-face support sessions were stopped, and social enterprises closed to the public in March, 2020 and, for the most part, support remained online since then. Placements with employers were constrained and some trainees were made redundant from their jobs as partner employers faced their own challenges. Many of Unity Works' own staff were furloughed, although some staff and apprentices supported Westminster Council with making and distributing meals to the borough's homeless community, making over 68,000 meals in three months.

'Abdul' was first referred to Unity Works' Lambeth ProWork service when he was in college. He quickly got involved with Unity Works

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

Online. This fitted around his home responsibilities perfectly and enabled him to practice his computer skills. He became a regular on many sessions, from interview skills to sports chat and “Ask the Employer”.

During Learning Disability Work Experience Week, ‘Abdul’ was part of a group of candidates who discussed their experiences of job hunting before and during the pandemic during a series of sessions to employers and business partners. The sessions generated new contacts and partnerships for Unity Works, and helped renew existing connections, such as with Unilever, Royal Opera House and Westminster Council. ‘Abdul’ really enjoyed participating and he was later invited to come and talk to CSJV/HS2 (a joint venture working to build the HS2 train line from London to Birmingham), who had asked Unity Works to join them to talk about hidden disabilities during their regular lunchtime training session. ‘Abdul’ and another candidate, who had also completed work experience with a transport provider, learned how to use Microsoft Teams and shared their story across two sessions with 132 delegates - the biggest group he had ever talked to!

An Employer’s Contribution

We first met ‘Heidi’ after she attended an event with one of our other employers in her sector, who had employed one of our candidates and were celebrating his achievements. ‘Heidi’ reached out to us,

REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2021

keen to see what she could do to help to open up similar opportunities to other candidates, and we arranged some informal meetings. ‘Heidi’ met six candidates and offered them interview skills feedback and advice, mentoring and networking opportunities, including sharing online profiles, CVs and complimentary tickets to career events. ‘Heidi’ has demonstrated amazing commitment to diverse talent, and during lockdown also attended our online disAbility Awareness Training. We are now looking at creating training that can be accessed by colleagues throughout ‘Heidi’s’ network.



business

Supporting Entrepreneurs



Thera supports people with a learning disability to set up their own business or community project, and we are applying skills learned from our Dolphins’ Den⁶ project, to new initiatives elsewhere in the Group.

“Dolphin Fit has been a collaborative initiative between Thera East Anglia and Thera East, offering weekly exercise sessions via Zoom, accessible to all. The virtual sessions were so well attended that they

⁶ Dolphins’ Den is part of Building Bridges. [Building Bridges](#) is a partnership of organisations, led by Community First, that has come together to deliver the Building Better Opportunities Programme across Swindon and Wiltshire.

The project has received up to £6.4M of funding from the European Social Fund and The National Lottery Community Fund as part of the 2014-2020 European Structural and Investment Funds Growth Programme in England. The Department for Work and Pensions is the Managing Authority for the England European Social Fund programme. Established by the European Union, the European Social Fund helps local areas stimulate their economic development by investing in projects which will support skills development, employment and job creation, social inclusion and local community regenerations. For more information visit <https://www.gov.uk/european-growth-funding>

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2021**

were extended from their initial six weeks and have even included special guests, including instructors who specialise in hip hop style.”



housing

Housing Support

Forward Housing provides a housing brokerage service to help people with a learning disability find somewhere to live. We work with a number of housing associations and other housing providers to help people find a place of their own.

In addition, Forward Housing own, lease, and adapt property for people with a learning disability who are finding it difficult to find a house suitable to meet their specific needs.

Thera also provides support to people to move on from residential care accommodation to become tenants either in situ or in alternative accommodation.

‘Arthur’ is an active young man with exceptionally complex support needs who was living in a specialist residential secure unit and who needed a highly adapted property. Thera worked with those that know ‘Arthur’ best to develop a detailed property works specification. It included underfloor heating, a separate toilet, tanked floors, reinforced glass and raised window ledges and specialist furniture.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

Securing accommodation with this level of specialist adaptation would be almost impossible to do through more traditional routes, and it demonstrates the value and impact of Forward Housing's approach to providing bespoke housing solutions.

Last year, the owner of a property where Andrew and Tim live gave notice of their intention to sell. The property had been in need of maintenance work for some time. However, Andrew and Tim were very happy in their home and had been living together as friends for a few years, since Thera initially worked with them to find the house of their dreams.

Forward Housing purchased the property and, once ownership was secured, renovations were completed. This means that Andrew and Tim's home has been secured for the long term and they have not needed to have to find somewhere else to live.

'Maria' needed to move due to long-standing health issues. She struggled with stairs and there was nobody to help her if she fell or was finding things difficult because she lived alone. The house was also too large and expensive for her to maintain. However, 'Maria' also struggled with the idea of moving from what had been her home for her entire life. Thera worked with 'Maria', her family, social worker and a housing association officer to help her come to terms with the need to move. 'Maria' now lives in a lovely bungalow, totally

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2021**

refurbished and with new carpets and curtains. She says she feels like she has had a fresh start and is now making plans for a holiday with her sister and has already been shopping for holiday clothes and a new suitcase.



Financial Advocacy and Corporate Appointeeship

Dosh provides specialist, person-centred financial advocacy and support to manage individual budgets and direct payments as well as corporate appointeeship services to individuals.

‘Anita’ had an “old style” Nationwide account with a passbook. Drawing her weekly money involved a bus ride to the branch, seven miles away. This was never a problem as ‘Anita’ enjoyed the trip and the chat to the branch staff, as well as looking around the high street. However, Covid-19 restrictions meant that she could no longer go by bus.

‘Anita’ had no other way of getting cash and her closest supermarket had said that they would soon stop accepting cash for payments, until the pandemic had passed.

After investigating supermarket vouchers, ‘Anita’ was supported to apply for a new basic bank account. The branch must have pulled out a few stops because the new account details arrived quickly!

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2021**

The good news didn't stop there, though. The Team Manager had been a little concerned about how 'Anita' would manage with this new-fangled technology, but she has taken to it very quickly and has been excited by the development. She enjoys producing her new card in her local supermarket to make contactless payments with a flourish, as well as mastering cash withdrawals. The Team Manager is keeping a close eye on her but says that she has learned to control her spending, check her balance, gain confidence and develop a new degree of independence along the way.

"One of the young men [for whom I am a financial advocate] has been very keen to get outside. He shares a house with some other men of similar age and they all [need and] want to get out and about [during the lockdown]. He does not really understand why he cannot do his usual activities and has been very frustrated by the whole situation. He has some health issues, which mean that he really does have to be careful to maintain exercise for his physical and mental health. He has a brilliant support worker who rang me to talk about this. After chatting about the situation, he asked if we could help the young man buy a bicycle, so we did! We looked at prices, availability, etc. and he chose the one he wanted. His friends already had bicycles and were able to go out together on bike rides. Now he can join in with them and enjoy the fun. He is much happier and therefore so is the whole household."

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2021**



Quality Assurance

The Quality Company provides peer quality reviews of formal care and support. These are carried out by Quality Assessors with a learning disability supported by Quality Partners. A written report is provided to the person themselves and to their care and support provider.

The Quality Company's activities were also severely disrupted during the year. Initially, all staff were furloughed. Later a small number of staff were given technology to be able to work from home and began a pilot project of themed quality checks using online conferencing. This enabled The Quality Company to gather more information and to speak regularly to people about the quality of their support. A social investment grant then enabled the rest of the workforce to return to quality checking using a flexible, blended approach of online video conferencing and physical, face to face meetings

Michelle Mansfield is the new chairperson of The Quality Company. Michelle has lived experience of learning disability:

"I became Executive Chairperson of The Quality Company in July, 2020. It has been an interesting period of time; starting a new job and getting used to running Board meetings virtually.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2021**

Although for some of the year some staff were furloughed, we used this time to develop new ways of working including enabling a blended approach of online and in-person quality assessment. This included access to new IT equipment and the development and delivery of training for staff, to support their work now and into the future. Staff have been able to take part in several online training sessions as well as a less formal “coffee and catch up”. I have taken part in several of these meetings and valued meeting staff from around the country. I have enjoyed my first ten months with The Quality Company and we are now planning to recruit some new Board members.”



Community Capacity Building

Thera works to build the capacity and capability of people's communities to be accepting and involving of their neighbours.

Equal Futures help build and sustain circles of support around individuals with a learning disability currently living with their family. Gig Buddies exists to tackle social isolation for people with a learning disability.

Through Covid-19, the support of family, friends and communities has become increasingly important. It is to be hoped that new relationships started during this period can be developed and sustained.

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2021**

‘Simon’ lives at home with his parents but will soon be embarking on a new and exciting chapter of his life as he moves into his house for the first time, with support.

‘Simon’ and his family have been involved with Equal Futures for five years and benefit from the friendly support of their local project coordinator who focused on developing a “smart circle” around ‘Simon’ and his parents. This group of people – including professional volunteers with experience in preparing and supporting people to move into their own house - will help both ‘Simon’ and his parents through this transitional period and beyond. Thereafter, ‘Simon’s’ circle will continue to help him achieve his goals, develop friendships and his independence.

Liam is 39 years old and lives on his own with his dog Murphy. He has a number of complex physical and mental health needs and relies on paid carers to help him each day with his personal care. Liam joined Equal Futures in 2015. However, his circle of support didn’t get going at the time. In 2020, Liam said that he wanted a befriender, a circle of support and to be involved in Equal Futures’ events. Although he has paid carers that he gets on extremely well with, he didn’t have friends to go out with. Equal Futures advertised on different platforms for a volunteer befriender for Liam, but applicants didn’t meet what Liam was looking for. At a Halloween High Tea event, Liam got chatting to Qalam, one of Equal Futures’ Glasgow

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

volunteers. They both hit it off straight away and Liam told the Glasgow Project Co-ordinator, Donna, that he thought they might be a good match. Liam, Qalam and Donna met up for a chat about Qalam becoming Liam's befriender. Liam and Qalam then made plans to meet up for a coffee the following week. They now meet up on a weekly basis and do different activities. Liam is happy and it is going well as they both have a lot in common and he looks forward to arranging the weekly catch ups.

Liam has been a great ambassador for Equal Futures and took part in a show at Pulse Radio in Glasgow, promoting Equal Futures services and advertising for volunteers. Liam would love to eventually be one of Equal Futures' trustees.

Throughout the year, Gig Buddies operated solely online, delivering social events over Zoom and Facebook. They continued to recruit and train volunteers online and were still able to create 20 new Gig Buddies pairings.

Early in the lockdown, Gig Buddies we were keen to understand how members' lives and support had changed. A survey indicated how members had been affected, how Gig Buddies could support people to stay in their social networks and how Gig Buddies would need to change to during the pandemic.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

Over the course of the year, there were a total of 172 events with a total attendance of 2082 people, with 53% of members attending one or more online events.

Many members made new friends and said that Gig Buddies had a positive impact on their mental health throughout the pandemic.

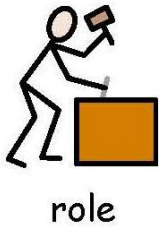
Members' usual formal support arrangements changed throughout the lockdown and many either received reduced or no formal support in their lives. 'James' lives on his own and gets a small number of support hours each week: "I only see my support twice a week for a few hours at a time. If I don't have anyone to talk to, the days can feel long. I've found it hard due to the fact that I live on my own."

Another member commented: "This is keeping me going, getting to do my DJ night is brilliant. Music is my lifeline. I'm struggling sitting in the house bored and it keeps me from getting down and depressed, getting to have a laugh and a carry on here. I've never had so much enjoyment and felt so supported."

Many project members have also discovered new interests through Gig Buddies' online events. Kirsty has become a keen baker after coming along to our first bake-off event: "Since we've done the bake-off, I've been baking my own cakes every week. I've discovered the cheating way of baking; using mixes from the box, but it's still good fun."

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021



The Role of Thera Trust

Thera Trust is the parent charitable company of the Thera Group. It has several distinct roles:

- ✓ The guardian of Thera's Vision and philosophy
- ✓ As a registered charity overseeing the Group's charitable activities and resources
- ✓ The governing parent company of the other 31 companies in the Group
- ✓ In delivery of special charitable projects, research and co-ordination of group-wide fundraising
- ✓ In the provision of social investment grants to organisations and individuals
- ✓ A provider of central support functions to the Group

In its registered charity role, Thera Trust has ultimate accountability to all the people supported by Thera companies, as its beneficiaries, to ensure that Thera fulfils its charitable objectives as set out in its governing document, operates for the public benefit and complies with charity law and uses its charitable resources in the best interests of those beneficiaries. It also has a responsibility to ensure that the support and services provided by Thera companies meet the needs of its beneficiaries and are provided within the terms of its charitable objects.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

Thera Trust also provides support and advice to subsidiary companies offering people with a learning disability company membership of their local Thera company, in line with Thera's Vision. Matthew Smith and Jenny Garrigan, Directors of Quality and Involvement for Thera Trust, provide mentoring to Thera's paid executive directors with lived experience of learning disability in their leadership roles, as well as to the increasing number of non-executive directors with similar lived experience.

"My name is Matthew Smith. In this small piece in our annual report, I would like to start by saying that, in all of our minds, has been the Covid-19 pandemic and its impact on the people we support and the staff we employ. So many things have changed in how we live our lives and how we work. We always have in our minds the loss of people from Covid-19 and those who have been bereaved.

There have though been some good things in the way we work coming from those changes. I have been able to be more connected with the Service Quality Directors, and their Executive Assistants, through online meetings. This is not as good as meeting in person, but it has meant that I have been able to talk with people more often and to check in with them to see how they are getting on. The Service Quality Directors and their Executive Assistants have been very creative in how they have continued to carry out their work. I know that this has not always been easy.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

Jenny has had to do a lot of other extra work because of the Covid-19 pandemic. This has meant that she has not been able to meet with people as often as we would have liked. However, this has been good for me and my professional development. It has helped us both think about how we work together, and we spent some time working through our strategic plan priorities and how best they can be achieved.

In the autumn of 2020, Thera Trust's board received a paper from me about the work that I do, and they agreed to increase my working hours. There was then a plan for me to recruit my own Executive Assistant to support me to carry out key pieces of work that I'd like to do, away from my work with Jenny in our joint role. This will help us move forward on our strategic plan. Jenny and I will continue to share the job of Director of Quality and Involvement, by planning together and with our other colleagues on the equal executive team, and to do some pieces of work together and some separately. We are both looking forward to seeing our role evolve.

We ended the previous year talking at a conference about leadership by people with a lived experience of learning disability. Of course, nothing like this could happen this year. I am, however, enjoying working with our new co-chairperson's Michelle McDermott and Sally Warren. I look forward to seeing the impact of the co-chairperson role, both on how I do my job and how Thera develops."

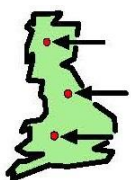
THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

As the parent company of the Thera Group, Thera Trust has overall responsibility for a variety of governance matters including the appointment of directors to company boards, the strategic planning and monitoring of the Group and a range of regulatory responsibilities.

Thera Trust aims to support people to have a voice as citizens and increasingly leads a range of specific charitable activities and projects. Thera Trust also leads the Group's fundraising efforts, drawing on skills and experience in other companies in the Group. We seek to influence and make a difference generally for people with a learning disability both locally and nationally.

Thera Trust also provides a range of specialist corporate functions to companies across the Group and can also provide services directly to individuals with a learning disability, such as payroll services to individuals who wish to employ their own staff.



location

Where Thera Works

During 2020-21, Thera companies continued to support people in many parts of England, in South Wales, in South East Scotland and the Highlands.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

This map shows the areas that Thera covers:



Even so, our ambitions for the people we support are not bound by our own geography! Ansar Projects' virtual "walk around the world" was set up with charitable funding to encourage people to keep exercising during the first lockdown. The journey took in Barcelona, New York, travels in Mexico, Brazil, and South Africa before travelling to Sydney, then to Beijing and the Great Wall of China, travels in India, Egypt and Turkey and with a final stop in Moscow! Pedometers

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

were a great success and an incentive for people to go out and clock up the miles.



manage

People with a Learning Disability Help Direct and Manage Thera

People who are supported by Thera have a lot of influence on how their Thera regional company is directed and managed, as well as leading the design and delivery of their own support.

People can be company members, as can families / carers and staff, of their local Thera company; and they are then consulted on a range of important issues that affect the organisation. Company members can also elect an independent director to represent their views on their local company board.

“During the last year, I have been amazed at the resilience and fortitude both of the people who provide support and the people we support throughout the South West. Those who provide the support have adapted well to online meetings and mutually adjusted the routines for those they support, so they have continued to have a good life throughout; full of opportunity and experiences. Through the endeavours of the senior team, they have increased the number of company members and members now have greater involvement in determining the future plans of the company. This is a foundation stone the company will build on during the year ahead.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

During my visits I have witnessed the happiness of the people we support first-hand, who, despite the pandemic, have found new hobbies and experiences to fulfil them. As we came out of the restrictions, it was good to see so many getting out and about again and realising the full extent of their personal plans. There is no doubt in my mind that the people we support have thrived this year and that is down to the hard work, professionalism, dedication and imagination of the people who provide that support. They inspire me beyond words.”

Graham Belgum

Independent Director, Thera South West

In addition, people with a learning disability are employed as paid executive directors and in a number of other posts across the Group. Directors with a learning disability are responsible for overseeing the quality of the work that Thera undertakes.

23

23

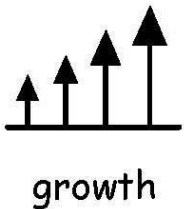
Thera is 23 Years Old!

Thera Trust was incorporated on 6 July 1998, as a not-for-profit company limited by guarantee and having no share capital. Thera started trading in August 1998, supporting five people in Cambridgeshire. Thera was registered as a charity on 18 January 2002.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

The company was established under a Memorandum of Association which established its objects and powers and is now governed under an updated set of Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

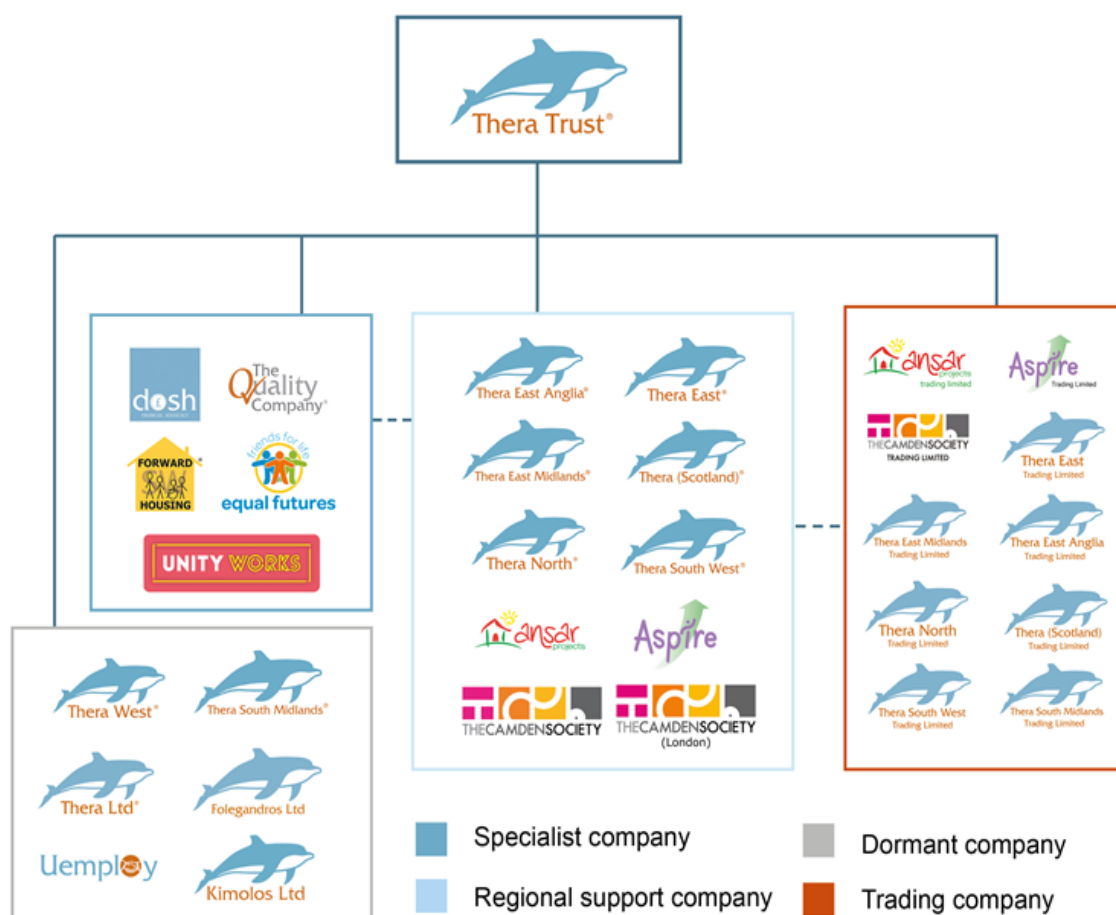


There are 32 Thera Companies!

As Thera has grown and developed, it has set up a group structure to continue supporting people through a number of smaller, locally focused subsidiary companies as well as with specialist services delivered through national companies. This means that the boards of individual companies are able to govern their company taking decisions which are aligned to the needs and wishes of their specific beneficiaries and customers, involving people with a learning disability in the direction and management of their local company and engaging closely with the local communities in which they work.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021



Previous annual reports have set out the history of each of the companies as part of the Group's development.

On 22 April, 2020, Forward Housing SW changed its name to Forward Housing.

The board of The Quality Company had decided to change its status from that of a share-holding company to that of a not-for-profit company. On 7 May, 2020, a new not-for-profit company was incorporated, named Kimolos Ltd. The Quality Company and Kimolos

THERA TRUST

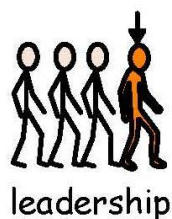
REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

Ltd. Then swapped names on 3 June, 2020. The operations, staff and balance sheets of the original company transferred to the new legal entity during 2020-21 and in due course the old entity will be wound up.

After the year end, Equal Futures changed its articles of association to strengthen its governance arrangements and accountability to its members - the people it supports and their families.

Thera Trust intends to conclude its review of the dormant companies currently in the Group over the course of the year ahead.

Details of each individual company's activities and money can be found in their respective annual reports and accounts.



Leadership by People with a Learning Disability

Each regional company within the Thera Group has a paid Service Quality Director post on its board or senior management team, responsible for monitoring quality assurance and the design of new types of work as well as representing the views of people with a learning disability on the board and elsewhere and ensuring their influence on the organisation's decisions. These are paid executive roles. We were really pleased in May, 2020, to be able to appoint Jordan Allan as Thera (Scotland)'s new Service Quality Director. After the year end, The Camden Society (London) appointed Kiran Kaur as their first Service Quality Director.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

Each Service Quality Director is expected to bring their experience of having a learning disability to the way the board leads the organisation. There are now posts for twelve paid / remunerated directors with a learning disability across the Group. Some of Thera's specialist companies are also now considering such roles.

Jordan Allan, Service Quality Director for Thera (Scotland) was invited to speak at the Scottish Commission for Learning Disability Employment Webinar, where he presented his employment journey. To find out more, you can see Jordan in action at <https://vimeo.com/503019472> [at 12m35s in, if you do not have time to watch the whole debate!]

Other companies within the Group are also structured to ensure significant involvement of people with a learning disability as members, shareholders, directors, and staff.



staff

Thera Employs Good Staff

At the end of the year, the Thera Group employed over 3,300 staff (31 March, 2020, - 3,400), the majority of whom are support workers. The decrease reflects some reduction in the number of people supported and the volume of activity through the course of the year, which is described earlier in the report.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

Our staff are the most important part of Thera and we take considerable pride in their achievements, their dedication, and the level of commitment they make every day in delivering high quality support to people. Individual Thera companies have continued to invest in staff by offering first class support, training and development, ensuring that they are capable and motivated to meet the needs of our beneficiaries.

During the year, staff were on the front line of Thera's work to support people during lockdowns and other periods of restriction. The challenges they faced were enormous and sustained over many months.

Their priority was always to ensure the safety of Thera's beneficiaries in the face of Covid-19 and related risks. The need to use personal protective equipment at all times made day to day activities much more difficult and uncomfortable. They were asked frequently to cover for colleagues who were isolating or shielding. Despite this, levels of sickness across the workforce were generally no higher than in a normal year.

Individual staff went to often extraordinary lengths to ensure that the impact of Covid-19 on beneficiaries was kept to a minimum. This included sometimes leaving family to stay in someone's house if that person had tested positive, or working extra hours when a colleague couldn't get to work because they had tested positive.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

It is difficult to put into words what our staff achieved during the year. Their resilience in the face of adversity has been remarkable.

Trustees were pleased to be able to make a thank you payment to every member of staff in January, 2021. It was though inadequate to the task of expressing gratitude owed.

Laura⁷

“Before joining Thera (Scotland), I was working in Santiago, Chile in a national newspaper and volunteering in Fundación Abrázame, a foundation for children and teenagers living in children’s homes. This experience convinced me of my passion for acting for change and social work. Because of the pandemic, I lost my job and decided to go to Scotland, my dream country. Three months later, I started looking for a job [and] discovered Thera (Scotland). I was not convinced by the “factory” system of many care companies visiting x number of patients each day. Reading about Thera, where support workers actually know the person convinced me I wanted to work there.

I started work and met two of the people I would be supporting. It has been an interesting learning experience that I have enjoyed. My team’s approach is different from others, as we are working with people with complex needs and multiple conditions, which makes good teamwork essential. We need to be able to count on each other,

⁷ Edited from Thera (Scotland)’s annual report

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

communicate a lot and develop trust. Developing trust with the people we support is hard, but it is at the core of our work since nothing can actually be achieved without it but when achieved, it is a significant accomplishment!

I became a key worker, recognition for which I am grateful. I love the fact that I know the person I support really well - her needs and what she likes and doesn't like and to know that I can support her in making decisions based on this information. She has complex needs and most days are not easy for her, but when she has a laugh and makes jokes, it fills us with joy, and we are very proud to see her happy.

I now am very confident in my work thanks to my team co-ordinator, who has always been very supportive. My colleagues are great. I am looking forward to working with more people over time. The opportunities for learning and development in social care are endless and if you are able to embrace them, it is an amazing experience. My hope is that with the ease of the lockdown, people we support will be more able to enjoy life and start planning exciting adventures for the summer."

Laura's Manager, Scott said "I was very pleased to see nominations put forward for Laura at our 2020 Staff Awards and for her to win in her category. Laura has a bright future ahead in social care and I just want to extend my thanks to a great young lady, who is inspirational and leads by example."

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

As befits an organisation with Thera's Vision, we are committed to ensuring that all job applicants and employees are treated fairly and valued regardless of gender, disability, race, age, marital status, sexual orientation, religion, colour, ethnic or national origin. We value diversity and social inclusion across all our activities and our recruitment process ensures that all applicants have equal opportunity for employment within the Group.



A number of companies in the Group have achieved the status of a Disability Confident Employer, which recognises that our systems and processes are adapted to encourage the recruitment of staff with a disability and to support them in work.

As well as the now established staff awards scheme, which are under the control of our Employee Consultative Councils in several companies, individual companies continue to explore further initiatives such as long service awards. Thera Trust has continued to maintain its support of these schemes with a £50,000 annual investment.



Company News from 2020-21

Annual reports necessarily highlight key events, achievements, themes, and organisational matters. We should not though forget that, on a day to day basis, Thera now supports around 3,000 people with over 3,300 staff. It remains the case that well over 6,000 people

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2021**

therefore rely on the organisation directly in one form or another; not counting people's families and community stakeholders! This is the core of what we do as you can read from the many stories from people we support and members of staff included throughout this report as well as in our Social Impact Report, individual company reports and through our various social media channels.



specific

Some specific company news from last year is also worthy of report

As much of the year was dominated by the organisation's response to the pandemic, specific company news this year is more limited. A number of new executive leaders were appointed during the year and we welcomed new Managing Directors Sarah Clark to Thera East Midlands, Jayne Laidlaw to Equal Futures, Ben Lanes to The Camden Society and Claire Hilton to Unity Works Social Enterprises; as well as Jordan Allan to Thera (Scotland) as Service Quality Director.

Ben Harrison joined Forward Housing as its Managing Director at the end of September. Ben has worked in social housing for much of his career and has more than 20 years' experience of working with and alongside people with a learning disability, most recently with eight years as Head of Housing for United Response. He replaces Gareth Jackson who has joined the Forward Housing board as a trustee. We are immensely grateful to Gareth for all that he has achieved and delighted that he will continue to play a part on Forward Housing's development.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

We were also delighted to appoint Thera's first Head of Impact Management, Meike Beckford. Meike has been working with Thera for eight years and her first objective will be to review our current Social Impact Framework, which has now been in place for five years, before leading on production of our next report.

Further leadership appointments in Aspire and in Thera Trust's Central Functions were made after the year end. Combined, these appointments, alongside others noted elsewhere in this report, considerably strengthen Thera's leadership for the future.

The induction of new leaders, and of unremunerated non-executive trustees / directors in various companies just prior to the start of, or during, the year proved particularly challenging. Most contact – getting to know people supported and staff teams, induction sessions and board meetings – either could not take place or was necessarily undertaken online. This has meant the need to plan for more intensive induction and related activity during 2021-22.

Unity Works' employment team received a "highly recommended" in the Employment Related Services Association (ERSA) Employability Awards 2020.

Thera was asked to partner NHS England's project to address acute health deterioration of people supported in social care. The project aims to make the "Restore 2" mini assessment tool accessible to social care workers, people with a learning disability and families,

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

creating "common language" with health professionals to describe a person's health norms and changes in health. A number of Thera's other Service Quality Directors were then engaged in partnership working with the NHS on this project.

Further news and stories can be found in the reports of each individual company.



money

Thera's Money

Thera's accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with Thera's Articles of Association, applicable law, and the requirements of the 'Accounting and Reporting by Charities, Statement of Recommended Practice' and FRS102⁸.

Thera's money in 2020-21 was dominated by the effects of Covid-19. On the one hand, areas of Thera's work needed to pause or cease altogether; and some people chose not to be supported for periods of time. This reduced the Group's turnover. Moreover, additional costs were incurred, notably in relation to the purchase of personal protective equipment or the exceptional use of agency staff where whole staff teams suddenly needed to isolate. However, as well as increases in contract prices, additional funding was also provided both by national and by local government. This supported some of

⁸ Please note that some March, 2020 figures have been re-stated in relation to changed pension liabilities

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

the costs of those staff who were furloughed, of personal protective equipment, and of covering staff who needed to shield or to isolate or otherwise be absent from the workplace.

Thera's income in 2020-21 still continued to come largely from contracts with local authorities or NHS organisations. Contract income from these public bodies is largely on an individual basis, although the extent to which people with a learning disability themselves have a say in how their local authority spends money on their behalf varies considerably across the country. A limited amount of income continues to come directly from individuals supported by Thera, who are taking advantage of the control that Direct Payments and Individual Budgets gives them. Rental income again increased, reflecting the increasing number of investment properties provided by Forward Housing.

Group incoming resources in 2020-21 were £79.2m (2019-20 £73.0m restated). As well as exceptional income, the increase reflects a reduced number of people supported offset by price inflation. It also includes exceptional Covid-19 related income of £+3.8m which covered definitively exceptional costs of £-3.9m. A surplus was also made on the sale of two properties by Forward Housing, contributing £+0.5m exceptional income.

During the year, the Group retained a surplus from its charitable activities of £+1.7m (2019-20 £+557k), before net exceptional income £+136k (2019-20 net exceptional costs £-328k). As a result, net income

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

before changes in the value of investments and pensions was £+1.8m.

The Trustees undertook a review of the value of its leasehold and freehold property, which indicated a decrease in value across all properties of £-0.5m.

One company introduced to their balance sheet a liability relating to a final salary pension scheme. After the year end information was made available allowing the company's share of pension scheme assets and liabilities to be determined. This resulted in its prior year results being re-stated. Actuarial losses from this and another defined benefit pension scheme were £-0.9m.

As a result of all of the above, a net £+0.4m was added to the Group's reserves at the year end.

Covenant EBITDA⁹ (before exceptional items) was £+3.1m (2019-20 £+1.5m).

Several companies in the Group - The Camden Society, Aspire Living, Equal Futures, Unity Works Social Enterprises and Forward Housing - are registered charities in their own right. Other than Forward Housing, each has some success in local fundraising

⁹ Covenant EBITDA – earnings before interest, tax, depreciation and amortization and exceptional costs, which measures the company's operating performance, calculated here in line with Thera Trust bond terms and conditions.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

activities, the details of which are reported separately in their respective reports and accounts.

Net charitable income and reserves are applied by Thera to the benefit of people with a learning disability through the Group's wider charitable objectives. This may be through support to smaller companies in the Group or specific charitable projects. During the year, trustees again made a number of monetary grants to individuals to meet specific requests for financial support. Trustees have also maintained the discretionary fund to reward individual members of staff who demonstrate a particular contribution to the Charity's objectives.

Details of the results for each of our subsidiary companies can be found in note 15 to the accounts later in this document and in their individual separately published accounts.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

Investor Support



We're really pleased to continue to be supported by a range of individual and institutional investors.

During the year, we again saw some limited trading of our 2018 bonds on the secondary market at prices above par.

In July, 2020, we launched our fourth charity bond, again with the valued support of Triodos Bank. We were pleased to see an even larger number of new investors start supporting Thera. We were once again able to close the issue early with a further £5m of funds committed.

We really are immensely grateful to all those organisations and individuals who have supported Thera by investing in our bonds and for those individuals and organisations who helped in bringing them to fruition.

In particular, we are grateful to Rathbone (Unit Trust Management), Rathbone Greenbank, Bridge House Estates, CAF Venturesome, Treebeard Trust, Big Society Capital, Tuixen Foundation and The Rafael Trust for their invaluable continued support, alongside many individual investors.

In addition to funds from our charity bonds, we continue to have access to funding under our agreement with Cheyne Capital made

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

available from their Social Impact Property Fund. This facility was re-negotiated during the year at a more favourable financing rate, reflecting, in particular, the continued demand for high-cost single person adapted accommodation. These funds, along with charity bond funds, will continue to provide substantial opportunity for Forward Housing to make property available to individuals supported by other Thera companies with a consequent impact on turnover and trading surplus.

During the year, Forward Housing purchased 2 properties at a cost of £695k. A further four properties were leased under the agreement with Cheyne. In total, these provide somewhere to live for 12 tenants.



money

Reserves

The overall results for 2020-21 had a positive impact on the Group's reserves. Net assets at 31 March, 2021 were £+12.0m (31 March 2020 £+11.6m restated). Thera's reserves were made up as follows:

	£,000
Unrestricted Reserves (incl. Re-Valuation Reserve)	11,590
Designated Reserves	40
Restricted Reserves	385
Total Reserves at 31 March, 2021	12,015

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021



cash

Cash and Working Capital

At the year end, net current assets were £+12.4m (31 March, 2020 £+5.8m). This significant increase in particular reflects Thera's 2020 £5m charity bond issue as well as the underlying trading result of the year. The bond issue is also reflected in the increase in long term creditors.

The successful raise of £5m. from a combination of institutional and retail investors offered an annual return of 5.25% over six years. £2m. of funds raised was used to redeem Thera's second 2015 bond issue, it's second charity bond redemption. We were pleased that some investors chose to roll-over a total of £887 k from the 2015 bond into the new 2020 issue. In addition, £10.5k. of Thera's 2018 bonds were sold from treasury during the year at above the issue price.

Planned property purchases in the year were delayed as a result of Covid-19. Cash spent on investment properties was only a third the level in the previous year.

Operating cash increased by £+4.4m., reflecting the overall trading results as well as additional funding received to support the challenges of Covid-19. Overall cash therefore increased over the year by £+6.7m (2019-20 decrease of £-2.7m) for the reasons outlined above.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

Thera's Treasury Management Policy allows only ethical investment of cash balances in money market deposits, UK commercial paper or bonds or sterling certificates of deposit.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021



Thera Uses its Money Well

Reserves Policy

Thera's Reserves Policy is for the Group's overall reserves to be neither too big nor too small and to be sufficient to meet the needs both of the whole Group and of individual companies within it.

Trustees recognised during the year that, were it not for changes in pension liabilities, the reserves target in place would have almost been met as planned. Moreover, turnover and the Group's complexity has increased since the original reserves policy had last been reviewed.

Trustees have therefore, as intended, approved a new reserves policy based on an internal assessment of Group risk adjusted free reserves ("RAFR"). The policy assesses working capital adjusted for collectability of debtors, non-payment of creditors and cash available from financing against fixed assets and investments.

The policy aims to have RAFR equivalent to at least 3 months of budgeted Group turnover. For the year ending March 2022, based on budget turnover, RAFR should be £19.9 m.

Whilst charity free reserves were £+12.4 m, RAFR were calculated at £+18.3m at the year end.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

In addition, Thera Trust's own charitable free reserves (cash at bank) were £+5.8m at the year-end (31 March 2020 (re-stated) £+0.4m). The charity's own free reserves are important because they emphasise Thera Trust's ability to be able to support individual entities or specific charitable activities.

The updated Reserves Policy continues to allow Thera to:

- ✓ Continue to fulfil its charitable objectives
- ✓ Pay for emergencies and other events that it cannot plan for
- ✓ Make sure that there is flexibility in the running of the Group and for its development
- ✓ Provide money to pay for one-off things, such as grants to people
- ✓ Show to customers that the Group is financially strong
- ✓ Provide support to companies in the Group, or who wish to join the Group, should this be necessary
- ✓ Enable, alongside performance against financial covenants, the Group to redeem bond obligations in 2024 and 2026

It is expected that Thera's reserves will increase in future years such that the RAFR target will be met by March, 2024.

Trustees have had regard to the above, and current and future year's budget and financial performance, as well as undertaking scenario modelling, and have reviewed material risks and uncertainties in determining that the accounts should be prepared on a going concern basis. As ever for social care providers, the only material uncertainty

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

is the level of funding, largely through price inflation, that local authority and NHS commissioners will agree in future years.

Several smaller companies in the Group have a negative balance sheet. These have arisen in general as those smaller companies started supporting people in a new area of work for the Group. In the case of The Camden Society, instead this is as a result of longer term poor financial performance. Thera East Midlands has developed a deficit balance sheet as a result of the introduction of pension scheme liabilities which are explained later in this report.

Now that the restrictions from Covid-19 have eased, commissioning activity by local authorities is returning to some level of normality. It is still expected that companies will support more people in the future allowing balance sheet deficits to be eliminated over time. In the case of regional companies in this position, these will be a specific focus for development activity in the years ahead. Alternatively, Thera Trust will continue to support financially those entities which provide necessarily loss-making services to its beneficiaries.



Financial Covenants

Thera had an obligation to perform positively against three key financial covenants¹⁰. The following table shows that in the year to

¹⁰ Calculation of covenant EBIT/EBITDA is different to accounting EBIT/EBITDA. Details can be found on the investors' page of Thera's website

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

31 March, 2021, Thera met each of the three covenants. Further details can be found on the investors page of our website.

	Target	Performance
Net Asset Cover	130%	226%
Interest Cover (EBIT)	250%	406%
Interest Cover (EBITDA)	300%	551%

Percentage performance against covenant targets was higher than the previous year as forecast in last year's report. Covenant performance in 2021-22 is however expected to be tight as the exit from Covid-19 restrictions is proving complex, and considerable resultant workforce changes across the wider economy are materially impacting the social care sector.



Social Investment Policy

Thera Trust's Social Investment Policy allows Thera:

- ✓ To make social investment by way of loan and grant of contracts in accordance with the strategy of Thera Trust for providing services to individuals with a learning disability, their families and carers associated with the Thera Group
- ✓ To make loans and grants available to companies within the Thera Group
- ✓ To make programme related investments by way of grants or loans to organisations outside of the Thera Group

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

During the year, Thera committed to support the continued development of its smaller and charitable subsidiary companies with working capital as necessary in line with funding agreements within the Group and in line with this policy.

In particular, Thera Trust once again made social investment grants to The Quality Company, Equal Futures, and to Unity Works Social Enterprises, recognising their activities are specifically to advance Thera's charitable objectives.

The remaining investment arising from the original purchase of Ansar Projects was written off during the year, consequent upon the change in corporate structure from a profit-making to a not-for-profit company.

Pensions Liability

The valuation of the Social Housing Pension Scheme in the year to March, 2020 was impacted positively by a high discount rate and low inflation assumptions against the backdrop of Covid-19. In the year to March, 2021, however, a combination of factors led to a deterioration in the defined benefit liability. Strong asset performance was more than offset by a lower discount rate and higher inflation rate assumptions. In addition, the Government's RPI Reform relating to future inflation measures meant that CPI inflation linked assumptions were higher than the previous year. As a result, the net pension liability for this scheme has increased from £-383k to £-814k.



Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

Annual additional deficit contributions continue to be made in line with a plan set by the Scheme's actuary.

A number of Thera companies participate in the Local Government Pension Scheme ("LGPS") for staff who have transferred under TUPE regulations. In all but one case, liabilities are effectively underwritten by the relevant local authority. In the remaining case, an employer-specific valuation has now been provided by the LGPS, setting out the assets and liabilities attributable to Thera. Whilst the actual funding level of the scheme is in surplus, on an accounting basis, a prior year liability of £-488 k has been brought on the balance sheet. For similar reasons as above, this further increased in the year to March, 2021 to £-825 k.

As well as in year costs, the combination of these two schemes has impacted Group reserves negatively at the year-end by £-865k.



Thera's Directors (Trustees)

Members of the board of directors, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report, are shown in the company information at the start of this report and accounts.

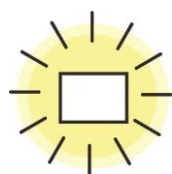
Thera Group is run by a team of executive trustees, each equally responsible for the overall strategic direction and performance of the organisation and one of whom has a learning disability. This structure

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

serves our philosophy. It enables the director with a learning disability properly to say that they are at the top of the organisation and accountable directly to company members and beneficiaries. They are treated equally to colleague executive directors in terms of status and pay and have an equal status around the board table as an executive without their voice being filtered, and the equal team structures means that the leadership of the organisation is not represented by a single figurehead. There is no clearer demonstration of Thera's Vision and its commitment to it, both internally and externally. The status of the director with a learning disability in this structure provides leadership example, confidence and ambition for other directors with a learning disability across the Group and more widely, and also provides a clear focus for the cohesion of Thera's culture.

In addition, but less importantly, we recognise that the equal team has now effectively become an integral part of Thera's brand.



new

New Thera Directors

Last year we reported our intention to appoint two co-chairs to lead the Thera Trust board. We're delighted that Michelle McDermott and Sally Warren joined the board during the year. Michelle brings her lived experience of learning disability to the role as well as her experience of supporting adults with a mild to moderate learning disability. Alongside her role at Thera, Michelle also works at Paradigm as associate co-facilitator, at Generate as a co-trainer for

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

the Easy Health project and at Books Beyond Words as a facilitator. Sally is the managing director of a national training and development agency working to ensure people with a learning disability and / or autism are supported to live good ordinary lives.

Covid-19 meant that most board activity during the year was online. The structure and pattern of board meetings was adapted to ensure that strategy, governance, and monitoring activities suffered minimum disruption.

Across the Group, our various boards can accommodate almost 100 unremunerated directors. We are constantly therefore on the look-out for non-executive directors / trustees to maintain the effective governance of the Group. We have continued to recruit both nationally and locally for directors / trustees, including people with a learning disability who wish to be unremunerated directors. In 2020-21, we've been delighted to welcome 22 new unremunerated non-executive directors / trustees, who broaden and increase the wide range of skills on our company boards.

We value the often unsung contribution that unremunerated directors/trustees make to the governance and leadership of the Group and to the interests of all our beneficiaries and staff.

The Chairmen from Thera's companies met twice online during the year to share news and ideas about good governance, board development and organisational strategy. This forum continues to be

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

invaluable for developing the maturity and communications of an increasingly complex group and as a support network for individual chairmen.



Thera makes sure that it has Good Directors

Recruitment, Induction and Training of Trustees and Directors - Nominations Committee.

The Nominations Committee consists of two non-executive and two executive trustees. Its primary role is to manage and monitor the appointment of directors (both executive and non-executive) across the Group.

New directors and trustees are recruited through a process of open and fair recruitment. Recruitment follows a formal interview with existing directors / trustees, people supported by the organisation and members of staff.

Directors and trustees undertake a formal induction process to ensure they know the organisation and its aims and are aware of their responsibilities. During the year, the ability for face to face induction was curtailed and a series of online sessions was run instead. Face to face induction sessions re-started after the year end and some new directors have since chosen to attend these face to face sessions also. The experience of online induction has however provided some

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

greater flexibility to deepen and broaden induction activity in the future.

All directors and trustees are subject to references and DBS checks.

The Articles of Association of Thera Trust state that the Board shall comprise a minimum of four and a maximum of fourteen directors; of which there shall be a minimum of one executive director and a maximum of five. The executive directors and the non-executive directors must each include at least one person with a learning disability. A similar expectation is placed on the boards of other operating companies in the Group.

The Board continues to monitor its contingent and long-term succession plans, in particular for the Group Executive Team. Chairmen and boards of subsidiary companies are encouraged to ensure that succession plans are in place for their board and senior management teams also.



Unremunerated Directors Decide About Directors' Pay and About Thera's Pensions



Remuneration and Pensions Committee

The Committee consists of three non-executive directors, who independently determine the remuneration of executive directors of Thera Trust and of Thera's subsidiary companies. In its remuneration policy, the Committee takes account of good practice guidelines in

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

setting executive pay, including the principles set out in the NCVO's April 2014 report on Charity Senior Executive Pay.

The Committee's approach recognises Thera's unique approach to leadership, and the equal executive team structure working at the top of the Group in line with Thera's Vision. In setting the remuneration of the Group's executive team, the Committee takes account of the breadth of its leadership roles, their professional and functional responsibilities and their shared responsibility for the overall strategic leadership of the organisation. These are considered against relevant and appropriate market data of group structures of comparable size and complexity, and the requirements of the organisation's strategic plan. The Committee has agreed a detailed methodology for setting pay rates and makes its decisions in the context of Thera's decisions on the pay of its entire workforce.

The Committee determined in 2020-21 that, in line with increases in staff pay across the organisation, basic pay rates for Thera Trust's directors would increase by 3% from 1 October, 2020. The detail of salaries is disclosed in Note 7 to the accounts.

The Committee also has responsibility for ensuring that Thera has in place adequate and appropriate pension arrangements for its staff, for ensuring effective consultation arrangements are in place with staff and to consider and address any potential liabilities. A report to the Committee reviewing Thera's pensions arrangements was necessarily delayed and will be considered during 2021-22.

THERA TRUST

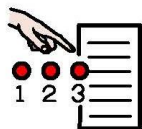
REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

Further information on pension schemes across the Group can be found in notes 1(v) and 22 to the accounts.



check

Unremunerated Directors Check Thera's Money



audit

Audit and Risk Committee and Auditors

Towards the end of the year, Thera Trust updated the terms of reference for its Audit and Risk Committee. It now comprises one director from the Thera Trust Board and one from a subsidiary board, an external finance professional acting in a non-executive capacity and the financial and operational advisors to the Board from amongst the Group Executive Team. There were vacancies on the Committee during the year. The Committee met four times during the year. The Committee has recommended the re-appointment of Sayer Vincent as the Group's auditors for the 2020-21 accounts.

Imergo Limited took forward a limited internal audit programme of work during the year.



fundraising

Unremunerated Directors Help with Thera's Fund-raising

Thera Trust's fund-raising is overseen by the Fund-raising Committee, comprising people from across the Thera Group. The Committee leads our drive to increase the amount of income earned from fund-raising.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

During the year, Thera as a whole received almost £+0.8m (2019-20 £+0.7m) in grants, donations and gifts-in-kind which is targeted both at specific projects and in general support of our charitable objects. This represents 6x return on costs of £-131k (2018-19, £-95k). The increase in fund-raising costs reflects the start of building a larger, more specialist, fund-raising team.

Charitable companies in the Group - Aspire Living, The Camden Society, Unity Works Social Enterprises and Equal Futures – have each undertaken their own limited fund-raising activity, primarily to secure grants. They have made some use of their own staff resource to do so. There was no use of any commercial participator within Thera Group.

Fund-raising is delivered in a co-ordinated and centralised manner by in-house fund-raisers. Fund-raisers are focused on trust and grant income, which represents the vast majority of group fund-raised income currently, as well as laying the foundations for development of broader public fund-raising in the future.

All fund-raisers are expected to work in line with the Fund-raising Regulator's Code of Fund-raising Practice, which is used as a reference point by the fund-raisers when developing any new fund-raising activity or reviewing existing activity. We have no reported compliance issues and continue to review and update policies and procedures in line with the Code to ensure that compliance remains strong. We are registered with the Fund-raising Regulator.

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

We do not undertake door-to-door, face-to-face or direct mail fund-raising and public fund-raising in general is currently very limited. As a result, the risk of fund-raising in relation to vulnerable people is extremely limited. Fund-raisers work closely with the Thera Trust's Communications Team to ensure that fund-raising communications are easy to understand, respectful of potential donors, provide clarity about the cause and do not mislead in any way. As public fund-raising activity increases in the future, the fund-raisers are planning to develop training for volunteers and other staff across the Group to ensure they understand the standards we aim to uphold and what to consider when it comes to vulnerable people and fund-raising.

Trustees are not aware of any complaints in relation to fund-raising activities. We have clear processes in place as to how complaints will be handled should they arise.



talk

Unremunerated Directors Talk with Thera's Staff

Thera's Vision states "Thera will respect the rights and wishes of people at work, at home and in the community". This demonstrates an approach not only to people supported by the organisation, but also to members of staff and volunteers.

Staff are able to engage formally with the organisation as company members alongside people supported and family members and by electing representatives to a company's Employee Consultative

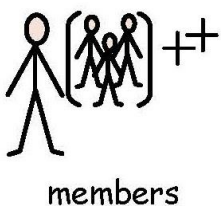
Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

Council (“ECC”), a sub-committee of their Board, providing a direct line of communication between directors and the workforce.

Thera has an established Employee Consultative Council structure in most companies across the Group. Employee Consultative Councils in those Thera companies are chaired by an unremunerated director and consider a range of matters relating to Thera’s staff. This includes sharing important information about Thera and finding out what staff think about important decisions that may affect them or, in some cases, formal consultation processes about workforce change.

The Employee Consultative Councils are the main formal mechanism for ensuring that Thera delivers on its philosophy of involvement in relation to its staff and meets its obligations under the Information and Consultation Regulations 2005.



People with a Learning Disability will be Members of Thera

Thera Trust’s Membership Committee oversees the membership of the company in line with Thera’s Articles of Association. The Committee is chaired by Matthew Smith, Director of Quality and Involvement.

Thera’s founding aim was to be “an organisation directly controlled by people with a learning disability”. All the main operating companies in the Group now have an active company membership comprising

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

people with a learning disability, families / carers, and members of staff.

At 31 March, 2021, there were 79 company members of various companies across the Group. A number of companies are actively engaged in increasing the number of their company members better to ensure control by, and involvement of, the people that they support.



Engagement with Key Stakeholders

Thera's approach to stakeholder engagement is built into its very structure.

- ✓ We have small local and specialist companies in order that their boards can be close to beneficiaries (people with a learning disability and their families / carers) and members of staff and can engage with the local communities in which they work.
- ✓ Directors with lived experience of learning disability meet face to face with beneficiaries and staff during the year both to assess the quality of Thera's work and also to take feedback to the board. They speak for the interests of beneficiaries around the board table.
- ✓ We promote company membership in order that our beneficiaries have a measure of control over the company that provides their support or that employs them.
- ✓ On some boards, an independent director is elected directly by company members and in that role formally represents the

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

interests of company members and beneficiaries in general to directors.

- ✓ Employee Consultative Committees enable staff to engage directly with senior management and board directors.
- ✓ Thera Trust directors are represented on each subsidiary company board and therefore have direct contact with beneficiaries through the above mechanisms.

Thera is part of the Care Quality Commission's Market Oversight Scheme with regular quarterly reporting and meetings held during the year to discuss matters of mutual importance.

Subsidiary companies manage relationships locally with local authority and NHS stakeholders. This may be through provider fora or formal contract meetings.

Within the Group, boards engage with one another through the Chairs' forum and peer liaison groups as part of internal stakeholder arrangements crucial to the effective governance of the Group.

Inevitably, the level and quality of engagement with stakeholders during the year was adversely impacted by Covid-19.

During the year, beneficiaries and staff were still involved in the appointment of executive and non-executive directors with face to face and virtual meetings, providing feedback to boards and Thera Trust's Nominations Committee. In some companies, beneficiaries

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

and staff were directly engaged in the compilation of annual plans in meetings with board directors.



environment

Streamlined Energy and Carbon Reporting (“SECR”)

Thera is committed to good environmental practices and to operating in a sustainable manner in accordance with legislative requirements. It aims to raise awareness of our impact on the environment amongst the people we support and our staff and to work in an environmentally friendly manner.

Our policy is wholly to support and comply with, or exceed, the requirements of current environmental legislation and codes of practice.

Thera is committed to continual improvement in preventing and reducing pollution occurring from our activities, minimising waste, and ensuring the reuse and recycling of goods and materials. We aim to set and review environmental objectives and targets, minimise energy and water usage in our buildings, vehicles, and processes and to increase awareness of energy efficiency. Thera will seek to operate and maintain company vehicles with due regard to environmental issues and encourage the use of alternative means of transport and car sharing amongst our beneficiaries and our staff. As far as possible, we aim to purchase products and services that create the least damage to the environment and encourage others to do the same.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

For a second year, we have captured environmental data in the required format. We have been able to start to monitor our environmental performance year on year. Clearly our impact in 2020-21 was materially affected by Covid-19

Emission Type	Activity	2019-20			2020-21		
		kWh	tCO2e	% of total	kWh	tCO2e	% of total
Scope 1	Natural Gas	406,854	74.80	10%	448,936	82.55	21%
	Vehicle fuel	443,464	108.00	14%	283,551	68.21	18%
	<i>Sub-total</i>	<i>850,318</i>	<i>182.80</i>	<i>24%</i>	<i>732,487</i>	<i>150.76</i>	<i>39%</i>
Scope 2	Electricity	313,876	80.23	10%	242,444	56.52	15%
	<i>Sub-total</i>	<i>313,876</i>	<i>80.23</i>	<i>10%</i>	<i>242,444</i>	<i>56.52</i>	<i>15%</i>
Scope 3	Grey Fleet	2,109,693	502.08	66%	718,047	176.81	46%
	<i>Sub-total</i>	<i>2,109,693</i>	<i>502.08</i>	<i>66%</i>	<i>718,047</i>	<i>176.81</i>	<i>46%</i>
TOTALS		3,273,886	765.11	100%	1,692,978	384.09	100%
Intensity metric: number of employees			3354			3301	
Intensity ratio: tonnes of CO2 per employee			0.23			0.12	
Outside of Scopes	Vehicle fuel <i>Sub-total</i>					2.98 2.98	

11

We have used the number of employees as the base measure for the intensity ratio of carbon usage as being most representative of the size of the organisation. The resulting intensity ratio will then best reflect changes in operation and energy consumption over time. We have followed the GHG Protocol Corporate Accounting and Reporting Standard and we have used the 2019 UK Government's Conversion Factors for Company Reporting. The energy efficiency narrative methodology has been created based on energy

¹¹ "Grey Fleet" refers to the use made by members of staff of their own vehicle for work purposes

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

management best practice and we have used the financial control approach for the scope of this report.

We saw a material reduction in business travel and building use as a result of Covid-19. Overall in-scope emissions reduced by 50% and by slightly more than 50% per employee. Whilst this is not expected to be maintained at this level, along with the increased use of video conferencing and with staff more equipped to work from home where appropriate, we do expect ongoing reduced travel by employees.

THERA is considering introducing electric vehicles when more widely available and we intend more actively to encourage staff to drive vehicles with lower CO² emissions.



business

Related Party Transactions

Related party transactions are detailed in Note 10 to the accounts.



risk

Managing Risk

The Trustees have assessed the major risks to which THERA may be exposed through a risk management strategy, which is reviewed annually. Trustees review key and current risks at each of their meetings.

Key risks which are inherent in the nature of THERA's work include the abuse or neglect of vulnerable people, a failure by one of our

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

companies to comply with CQC fundamental standards or other regulatory requirements, or a failure to realise Thera's Vision.

The Group faces increasing risk to its ability to deliver its contracts and wider charitable activities and to its financial position from significant problems in the wider labour market. During the year, workforce levels were maintained, even though a proportion of the staff were unable to work due to Covid-19. As the pandemic has eased, workforce retention and recruitment has become increasingly difficult. As a direct result of their experiences through the various lockdowns and restrictions, some longer standing members of staff are choosing to retire or to move to part time working. Younger people at the start of their careers have seen the portrayal of social care in national and social media and are choosing alternative career options. There is competition with other sectors in the economy and there is clear evidence of the beginnings of a wage / price spiral. Moreover, the announcement in autumn 2021 of mandatory vaccinations for social care workers is likely to see a proportion of staff leaving the sector.

The next steps following the previous year's workforce research study undertaken by Habit5 were inevitably curtailed during the year and attention is now turning back to these. In addition, trustees are planning an in-depth review of Thera's workforce strategy in early 2022. Particular attention needs to be paid to the sheer exhaustion felt across the workforce from many months worry – for themselves,

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

their families and Thera's beneficiaries - and of relentless activity to keep people supported and safe.

The social care market in which Thera operates continues to experience significant funding challenges as commissioners attempt to reconcile increasing demand within a tighter funding environment. Thera supports people with a learning disability in the main who have a substantial and critical assessed need. Accordingly, these individuals are at a much lower risk of having their support reduced because of funding challenges, with local authorities and commissioners continuing to prioritise this area of spending. Like all care and support service providers, Thera is exposed to a range of external factors that may put pressure on continuing the provision of care and support to a person with a learning disability. However, the specialist area of the market in which Thera works benefits from much lower levels of this pressure, as it is in both the commissioning body and the individual's long-term interests to maintain continuity of support, particularly of the high quality that Thera provides.

Nevertheless, whilst the volume of activity is likely to be maintained or increased, there is a risk that public sector funding constraints may impact on Thera's ability to meet the increasing cost pressures in the labour market described above.

In March, 2021, the Supreme Court ruled in an appeal against a Court of Appeal judgement. This clarified the law in relation to the National Living Wage ("NLW"), that the time a worker is asleep during a "sleep-

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

in”, does not count towards the calculation for national minimum wage purposes. This ruling removes historic and future cost risk relating to this issue both for Thera and in the social care sector as a whole.

The trustees have also identified inherent risks arising from:

- ✓ Smaller companies in the Group continuing to make a loss as a result of supporting too few people
- ✓ Continued challenges in public sector funding in the light of labour market cost inflation
- ✓ Not meeting financial covenants
- ✓ Damage to relationships with key customers
- ✓ Loss of key leadership and management
- ✓ Personnel risk and regulatory intervention either by CQC / CI or the Charity Commission
- ✓ Litigation risk especially in relation to developments in employment law
- ✓ Changes in legislation and investment performance related to pensions

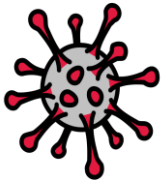
Trustees are satisfied that our companies have processes and systems in place to mitigate or minimise the incidence and impact of risks, acknowledging however that some remain outside the organisation’s control. In particular, each company takes a pro-active approach to risk management and trustees / directors review current and significant risks at each of their meetings.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

Thera Trust's Health and Safety Committee and those of subsidiary companies provide the formal mechanism for Thera jointly with staff safety representatives to fulfil their obligations under health and safety legislation and in line with their Health and Safety Policy.

Karen Boyce-Dawson, Director of Operations, is the Lead Director for Health and Safety within the Group and, on behalf of Thera Trust, she also takes the lead in ensuring that the Group meets its corporate body responsibilities under CQC and Care Inspectorate regulations. Managing Directors in subsidiary companies are the nominated individuals under CQC Regulations.



COVID-19

Covid-19

The accounts to which this report relates are for the year ending 31 March, 2021. There have been substantial periods of time during which Thera's activities have been disrupted or curtailed. During the year, Thera has maintained and constantly reviewed policy and guidelines in line with legal and regulatory requirements. Sufficient supplies of personal protective equipment were secured and maintained throughout the year. Governance, management and administrative activity was facilitated and maintained with access to online meeting facilities.

Throughout the year, a number of Thera's areas of work have needed to reduce in volume or to be suspended entirely. These included support to people in the community, support to people in venues

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

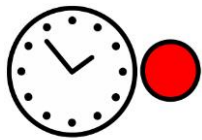
where people congregate, social enterprise cafes / shops / warehouses and short break services. Instead, activities have often been focussed either on providing greater volumes of support to more people at home, with, in many cases, staff being re-deployed to undertake this work rather than being furloughed, or alternative means of virtual support. Where activity levels have changed, income levels were sustained in many cases ensuring medium term stability once restrictions eased. There has been no material impact since the balance sheet date on financial performance or working capital as a direct result of Covid-19. Additional costs, for example on personal protective equipment, have been funded either in this way or with additional specifically targeted income.

Many of these factors have continued after the balance sheet date into the first half of the 2021-22 financial year.

The directors continue to ensure that they act in line with regulations, and guidance. Policy and guidance has continued to be issued accordingly and specific risks relating to Thera's work arising from Covid-19 are regularly reviewed and responded to accordingly as necessary.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021



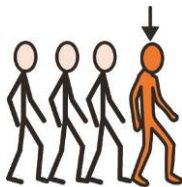
Since the Year End



property

Property Purchases

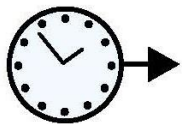
After the year end, Forward Housing purchased 3 properties at a cost of £1,435k.



leader

New Leaders

Since the year end, we've been pleased to welcome Chris Paul as the new Managing Director of Aspire Living and Kiran Kaur joined the Camden Society (London)'s board as Service Quality Director. Kiran is Thera's twelfth remunerated director with lived experience of learning disability.



future

The Future

Following curtailment of strategic plans during the year, the list of future activity is longer than usual as the Group seeks to catch up on its ambitions.



strategy

Strategic Direction

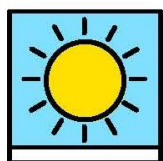
We continue to remember that our first responsibility is to the people we support, their families / carers and our staff and the coming years will continue to see us focus first and foremost on them. The trustees of Thera Trust have reviewed the organisation's strategic direction and, despite the challenges of Covid-19, no changes are intended to Thera's future plans. Clearly, some aspects of those plans may need to be adapted to meet the changed external context, particularly in

**REPORT OF THE DIRECTORS AND TRUSTEES
(INCLUDING STRATEGIC REPORT)
year ended 31 March, 2021**

relation to the retention and recruitment of a skilled and experienced workforce.

As reported last year, so too this year - progress with our strategy since the end of the year has continued to be disrupted as a result of Covid-19. In general, this has meant some further delay to certain strands of activity rather than fundamental disruption or change.

In particular, we will continue to use funds from our charity bonds and from Cheyne Capital to provide “an ordinary house on an ordinary street” to those with a learning disability who need an adapted property in which to live. Our plans remain in place which aim to re-provide existing residential care services or otherwise inappropriate accommodation to enable individuals to take up a tenancy, some for the first time, and to live in property more suited to their needs and aspirations.



daytime

Daytime Support

Thera’s collaboration with Aldingbourne Trust and New Prospects produced a series of videos encouraging the start of conversations between people with a learning disability, families, local community leaders and businesses. It is hoped that the project can re-emerge as restrictions ease.

The Camden Society (London) will stop providing support to people in the Riverside Building in Southwark from January, 2022. Instead,

Thera Trust

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

it is planned to develop its wholly community-based support in the borough and elsewhere in London.

In addition, as the use of venues for day-time support more generally is reducing, Thera's Thrive and related projects aims to promote people's independence of paid support, supporting them to do what they want to do, rather than having to fit in to defined services.



money

Thera's Money

Subject to the sector risks outlined above, Thera's ongoing operations and future growth are expected to see further increases in turnover and reserves in future years in line with the Reserves Policy. Turnover in 2021-22 is expected to exceed £75m, broadly similar to underlying turnover in 2020-21.

Planned Covenant EBITDA for 2020-21 exceeds £+1.8m, although the further impact of Covid-19 on trading remains to be seen.

Cash will continue to be invested in line with Thera's Treasury Management Policy.

Forward Housing continues to have a healthy pipeline of demand for properties and will continue to acquire and develop property using bond funds. Thera may also consider the issue of further charity bonds to meet this demand, subject to affordability.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

At the time of writing, the Government has announced further increases in the national living wage as well as increases in national insurance to fund health and social care. 2022-23 is expected to see operational cost increases by at least 6.5% as a result. It is uncertain the extent to which this will be able to be funded by contract price increases.



infrastructure

Group Infrastructure Development

The plan agreed by trustees in 2019 to develop Thera's infrastructure, intended to ensure that the Group remains sustainable as it supports more beneficiaries and works within the continued challenges of the social care sector of the economy, did not progress as anticipated during the year. This important area of work has re-started and is expected to progress rapidly through 2022.

The plan includes work to strengthen and mature subsidiary boards, develop our leadership, including those roles for people with a learning disability, and invest in technology to make our operations more efficient.

A number of subsidiary boards need to recruit more non-executive directors / trustees with an increasing focus on diversity and community representation. This includes the need for a number of chairpersons. There is an intention to review the role of the subsidiary chairperson as part of its plans to ensure that the Group's future governance arrangements remain strong and effective.

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

Thera is recruiting to a new Head of Governance role to oversee this work.

The Camden Society and Aspire Living are expected to update their articles of association during the year as part of this plan.



Care Quality Commission Regulation

The Care Quality Commission are running a pilot to test proposals to register providers that direct or control care delivery, for example through a group structure like Thera's. They want to make sure that all people responsible for carrying out a regulated activity can be held accountable for the safety and quality of services provided. Their view is that a parent company may do this by, for example, setting policy frameworks, controlling resources, making senior appointments, etc.

It is expected that enhanced regulatory arrangements will be introduced in 2024.

Disclaimer

The content of this report and, in particular, the financial information and any forward-looking statements, is provided for information. Except where stated otherwise, the financial information is unaudited and may be subject to change. As a result, the information should not be relied upon to make investment or any other decisions

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

This section explains that the directors have told the Auditor everything they should and that they have worked within the law.

DISCLOSURE OF INFORMATION TO THE AUDITOR

Each of the persons who are directors at the time when this Directors' Report is approved under Section 418 of the Companies Act 2006 has confirmed that:

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

THERA TRUST

REPORT OF THE DIRECTORS AND TRUSTEES (INCLUDING STRATEGIC REPORT) year ended 31 March, 2021

This section asks the Company Members to agree that the Auditor, Sayer Vincent Limited, be chosen again as the company's Auditor.

RE-APPOINTMENT OF AUDITOR

In accordance with s.485 of the Companies Act 2006, a resolution is to be proposed at the Annual General Meeting for the reappointment of Sayer Vincent LLP as auditor of the Company.

The report of the directors and trustees, which includes the strategic report, has been approved by the trustees on 14 December 2021 and signed on their behalf by:

Simon Conway
Trustee / Secretary

Jennifer Garrigan
Trustee

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

This page explains that the Auditor is reporting that the accounts give a true and fair view of the company and that they are put together as the law says they should be put together.

OPINION

We have audited the financial statements of Thera Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the consolidated and parent charitable company statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2021 and of the group's and parent charitable company's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

This section explains that the Auditor has audited (checked) the accounts and that they are reporting to Company Members.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent 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 Thera Trust's ability to continue as a going concern for a

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

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 other information comprises the information included in the trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group 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.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

This section explains that the Auditor must tell us if they are unhappy with how the directors managed the company.

The Audit report says that there is nothing bad the Auditor wishes to report to Company Members.

OPINIONS ON 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 trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

have not identified material misstatements in the trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company 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.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

**Trustee Directors' responsibilities are explained on page 5.
This page explains that it is the Auditor's responsibility to audit (check)
the accounts as the law says they should.**

RESPONSIBILITIES OF TRUSTEE DIRECTORS

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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 group's and the parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

This page explains how the Auditor checks the accounts.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

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

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

CAPABILITY OF THE AUDIT IN DETECTING IRREGULARITIES

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, internal audit and the audit committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

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

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

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 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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.

Jonathan Orchard (Senior statutory auditor)

17 December 2021

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

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

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

You will see that this report and accounts also includes accessible information so that the directors of Thera Trust are ensuring that all Company Members, including those with a learning disability, are able to fulfil their duties in law including to receive the accounts and to appoint the directors and Auditor.

The law does not say we must provide this information, but Sayer Vincent LLP says it is in line with the statutory report and accounts.

THERA TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THERA TRUST

SUMMARY OF MONEY

For the year ended 31 March, 2021

What we have earned and what we have spent: **£**

Money in	79,192,703
What we spent on staff	(61,643,961)
Other money spent	(15,759,517)
Revaluation of houses	(500,653)
Pension valuation	(865,000)
What is left over from the year	<u>423,572</u>
Money we got in more than money we spent	<u>423,572</u>

What Thera Trust has at 31 March, 2021: **£**

Land, houses and buildings	1,657,132
Equipment	919,915
Other assets	-
Investment properties	9,271,210
Investments	72,868
Stocks we own	3,060
How much cash we have in the bank	7,743,943
What we are owed by others	11,412,675
What we owe to others	<u>(19,065,859)</u>
Net amount Thera Trust has at 31 March, 2021	<u>12,014,944</u>

THERA TRUST (Charity only)
(DOES NOT FORM PART OF STATUTORY ACCOUNTS)

STATEMENT OF FINANCIAL ACTIVITIES
(incorporating an income and expenditure account)
for the year ended 31 March 2021

	Note	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	Restated 2020 Total £
Income from:							
Donations and grants		1,085,778	91,976	1,177,754	1,776,750	173,017	1,949,767
Charitable activities							
Supporting people with a learning disability		10,135,209	-	10,135,209	8,566,704	-	8,566,704
Investments		433,666	-	433,666	381,686	-	381,686
		<u>11,654,653</u>	<u>91,976</u>	<u>11,746,629</u>	<u>10,725,140</u>	<u>173,017</u>	<u>10,898,157</u>
Covid-19 exceptional Income		777,299	-	777,299	-	-	-
Total income		<u>12,431,952</u>	<u>91,976</u>	<u>12,523,928</u>	<u>10,725,140</u>	<u>173,017</u>	<u>10,898,157</u>
Expenditure on:							
Charitable activities							
Raising funds		130,295	-	130,295	58,627	-	58,627
Supporting people with a learning disability		9,726,058	137,717	9,863,775	8,975,721	194,756	9,170,477
Exceptional costs		15,983	-	15,983	418,992	-	418,992
		<u>9,872,336</u>	<u>137,717</u>	<u>10,010,053</u>	<u>9,453,340</u>	<u>194,756</u>	<u>9,648,096</u>
Covid-19 exceptional expenses		1,037,337	-	1,037,337	1,110	-	1,110
Total expenditure		<u>10,909,673</u>	<u>137,717</u>	<u>11,047,390</u>	<u>9,454,450</u>	<u>194,756</u>	<u>9,649,206</u>
Net income / (expenditure) before net gains / (losses) on investments		<u>1,522,279</u>	<u>(45,741)</u>	<u>1,476,538</u>	<u>1,270,690</u>	<u>(21,739)</u>	<u>1,248,951</u>
Net gains on fixed assets		27,000	-	27,000	-	-	-
Net income / (expenditure) for the year	5	<u>1,549,279</u>	<u>(45,741)</u>	<u>1,503,538</u>	<u>1,270,690</u>	<u>(21,739)</u>	<u>1,248,951</u>
Transfers between funds	24	(26,836)	26,836	-	-	-	-
Net income / (expenditure) before other recognised gains and losses		<u>1,522,443</u>	<u>(18,905)</u>	<u>1,503,538</u>	<u>1,270,690</u>	<u>(21,739)</u>	<u>1,248,951</u>
Net actuarial gains / (losses) on defined benefit pension schemes	22	(559,000)	-	(559,000)	189,436	-	189,436
Net movement in funds		<u>963,443</u>	<u>(18,905)</u>	<u>944,538</u>	<u>1,460,126</u>	<u>(21,739)</u>	<u>1,438,387</u>
Reconciliation of funds:							
Total funds brought forward		7,803,310	151,960	7,955,270	6,343,184	173,699	6,516,883
Total funds carried forward	24	<u>8,766,753</u>	<u>133,055</u>	<u>8,899,808</u>	<u>7,803,310</u>	<u>151,960</u>	<u>7,955,270</u>

THERA TRUST

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(incorporating an income and expenditure account)

for the year ended 31 March 2021

				2021			Restated
	Note	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	2020 Total £
Income from:							
Donations and grants	3	215,925	583,333	799,258	134,435	569,658	704,093
Charitable activities							
Supporting people with a learning disability	4	72,569,688	-	72,569,688	70,902,656	-	70,902,656
Rental income	4	1,508,425	-	1,508,425	1,299,530	-	1,299,530
Investments		9,270	-	9,270	30,095	-	30,095
		<u>74,303,308</u>	<u>583,333</u>	<u>74,886,641</u>	<u>72,366,716</u>	<u>569,658</u>	<u>72,936,374</u>
Exceptional Income		545,105	-	545,105	-	-	-
Covid-19 exceptional Income		3,760,957	-	3,760,957	105,817	-	105,817
		<u>78,609,370</u>	<u>583,333</u>	<u>79,192,703</u>	<u>72,472,533</u>	<u>569,658</u>	<u>73,042,191</u>
Total income							
Expenditure on:							
Charitable activities							
Raising funds	6	130,705	-	130,705	94,943	-	94,943
Supporting people with a learning disability	6	72,499,791	602,301	73,102,092	71,801,031	532,465	72,333,496
Exceptional Items	6	272,990	-	272,990	298,958	-	298,958
		<u>72,903,486</u>	<u>602,301</u>	<u>73,505,787</u>	<u>72,194,932</u>	<u>532,465</u>	<u>72,727,397</u>
Covid-19 exceptional expenses		3,897,691	-	3,897,691	134,865	-	134,865
		<u>76,801,177</u>	<u>602,301</u>	<u>77,403,478</u>	<u>72,329,797</u>	<u>532,465</u>	<u>72,862,262</u>
Total expenditure							
Net income before net (losses) / gains on investments		1,808,193	(18,968)	1,789,225	142,736	37,193	179,929
Net (losses) / gains on investment properties	14	(564,553)	-	(564,553)	386,700	-	386,700
Net gains on fixed assets	13	63,900	-	63,900	-	-	-
		<u>1,307,540</u>	<u>(18,968)</u>	<u>1,288,572</u>	<u>529,436</u>	<u>37,193</u>	<u>566,629</u>
Net income for the year	5						
Transfers between funds	24	(26,836)	26,836	-	(2,706)	2,706	-
		<u>1,280,704</u>	<u>7,868</u>	<u>1,288,572</u>	<u>526,730</u>	<u>39,899</u>	<u>566,629</u>
Net income before other recognised (losses) / gains							
Net actuarial (losses) / gains on defined benefit pension schemes	22	(865,000)	-	(865,000)	364,436	-	364,436
		<u>415,704</u>	<u>7,868</u>	<u>423,572</u>	<u>891,166</u>	<u>39,899</u>	<u>931,065</u>
Net movement in funds							
Reconciliation of funds:							
Total funds brought forward		11,214,621	376,751	11,591,372	10,323,455	336,852	10,660,307
Total funds carried forward	24	<u>11,630,325</u>	<u>384,619</u>	<u>12,014,944</u>	<u>11,214,621</u>	<u>376,751</u>	<u>11,591,372</u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 24 to the financial statements.

THERA TRUST
BALANCE SHEETS
as at 31 March 2021

COMPANY REGISTRATION NUMBER 03593418

		Group		Charity	
	Note	2021	2020	2021	2020
		£	£	£	£
Fixed assets:					
Intangible fixed assets	12	-	368,321	-	368,321
Tangible assets	13	2,577,047	2,770,117	1,407,784	1,545,416
Investment properties	14	9,271,210	9,375,284	-	-
Investments	15	72,868	83,368	-	-
		11,921,125	12,597,090	1,407,784	1,913,737
Current assets:					
Property held for sale		-	194,000	-	-
Stocks		3,060	5,515	-	-
Debtors (Including those due in more than one year)	17	11,412,675	12,064,497	17,197,870	17,111,554
Cash at bank and in hand		7,743,943	1,090,666	5,751,516	444,849
		19,159,678	13,354,678	22,949,386	17,556,403
Current liabilities:					
Creditors falling due within one year	19	(6,808,442)	(7,538,966)	(2,380,031)	(3,621,454)
Net current assets		12,351,236	5,815,712	20,569,355	13,934,949
Total assets less current liabilities		24,272,361	18,412,802	21,977,139	15,848,686
Long term liabilities:					
Creditors falling due after one year	21	(10,618,146)	(5,950,639)	(12,263,096)	(7,510,416)
Net assets excluding pension liability		13,654,215	12,462,163	9,714,043	8,338,270
Defined benefit pension scheme liability	22	(1,639,271)	(870,791)	(814,235)	(383,000)
Total net assets		12,014,944	11,591,372	8,899,808	7,955,270
Funds:					
Restricted income funds		384,619	376,751	133,055	151,960
Unrestricted income funds:					
Designated funds		39,729	47,992	24,729	32,992
Revaluation reserve		964,473	1,475,337	54,867	27,867
General funds		10,626,123	9,691,292	8,687,157	7,742,451
Total unrestricted funds		11,630,325	11,214,621	8,766,753	7,803,310
Total funds	24	12,014,944	11,591,372	8,899,808	7,955,270

Approved by the trustees on 14 December, 2021 and signed on their behalf by

Simon Conway
Trustee

Jennifer Garrigan
Trustee

THERA TRUST

CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended 31 March 2021

	Note	£	2021 £	£	2020 £
Net cash provided by operating activities	25		4,436,568		384,750
Cash flows from investing activities:					
Proceeds from the sale of fixed assets		-		3,050	
Proceeds from the sale of investments		11,005		81,750	
Proceeds from sale of investment properties		974,105		-	
Purchase of fixed assets		(207,730)		(458,734)	
Interest received		8,765		26,345	
Payments to acquire investment properties		(695,479)		(2,055,487)	
			90,666		(2,403,076)
Cash flows from financing activities:					
Repayments of borrowing		(2,257,395)		(173,439)	
Receipts from issue of new bonds		5,000,000		-	
Repayments of obligations under a finance lease		(55,975)		(67,168)	
Interest paid		(560,587)		(450,231)	
Net cash provided by / (used in) financing activities			2,126,043		(690,838)
Change in cash and cash equivalents in the year			6,653,277		(2,709,164)
Cash and cash equivalents at the beginning of the year			1,090,666		3,799,830
Cash and cash equivalents at the end of the year	26		7,743,943		1,090,666

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

1 Accounting policies

a) Statutory information

Tera Trust is a charitable company limited by guarantee and is incorporated in the United Kingdom (England and Wales). The registered office address is 134, Edmund Street, Birmingham, B3 2ES. The operating address is The West House, Alpha Court, Swingbridge Road, Grantham, NG31 7XT. In the event of the charitable charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

b) Basis of preparation

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

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

These financial statements consolidate the results of the charitable company and its wholly-controlled subsidiaries ("the group") on a line by line basis. Transactions and balances between the charitable company and its subsidiaries have been eliminated from the consolidated financial statements. Balances between the companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in Sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees of the charitable company ("the Trustees") consider that there are no material uncertainties about the charitable company's ability to continue as a going concern as discussed in more detail within the Trustees' Annual Report.

The Trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Government & local authority assistance

Government assistance in the form of Coronavirus Job Retention Scheme and Job Support Schemes is recognised as income when an eligible claim has been submitted.

Other government and local authority grants are recognised at fair value when the company has entitlement after any performance conditions have been met, the receipt is probable and the amount can be measured reliably.

f) Income

All income is included in the consolidated statement of financial activities (SoFA) when the Group is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Income represents contracts with Local Authorities, NHS and other organisations and individuals, to provide support to people with a learning disability, along with grants, donations, recharges and rental income.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

1 Accounting policies (continued)

f) Income (continued)

Donations

For donations to be recognised, the Group will have been notified of the amounts and the settlement date in writing unless otherwise stated in the relevant accounting policy or note. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the group and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the Group has control over the item. Fair value is determined on the basis of the value of the gift to the Group. For example the amount the Group would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' annual report.

Supporting people with a learning disability

Income from supporting people with a learning disability is recognised as income when the support is provided.

Fees for care, support and services comprise income receivable from health authorities and social services departments under contracts for the supply of care, support and services, fees receivable from individuals for domiciliary or residential care and other services to people with a learning disability.

As work is undertaken on a contractual basis and any income is recognised in accordance with the terms of the contract. In general terms, this means that income is recognised as support is provided.

Investment income

Investment income is earned through holding assets for investment purposes such as property. It may include dividends, interest or rent. It is included when the amount can be measured reliably. Interest income is recognised using the effective method and rent income is recognised as the group's right to receive payment is established.

Grants

Grants receivable are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Other income

Other income comprises charges for the provision of office accommodation, provision of management services, re-charged service costs and other sundry income.

The following specific policies are applied to particular categories of income:

- Voluntary income by way of grants, donations and gifts is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the group, are recognised when it becomes unconditionally entitled to the grant.
- Income from contracts and grants, where related to performance and specific deliverables, are accounted for as the group earns the right to consideration by its performance. Where income is received in advance of performance it is treated as deferred income and included within creditors.
- No incoming resources have been included net of expenditure.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the group; this is normally upon notification of the interest paid or payable by the bank or other deposit taker.

THERA TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2021

1 Accounting policies (continued)

h) Fund accounting

Funds held by the group are unrestricted general funds (other than those otherwise disclosed). These are funds which can be used in accordance with the charitable objects at the discretion of the Trustees or the trustees of its charitable subsidiaries.

Restricted funds

Restricted funds represent grants and donations received which are allocated by the donor for specific purposes.

Unrestricted funds and designated funds

Unrestricted funds represent funds that are expendable at the discretion of the Trustees or the trustees of its charitable subsidiaries in the furtherance of the objects of the group. Such funds may be held in order to finance both working capital and capital investment.

Designated funds are those funds which are unrestricted in nature but which have been designated by the Trustees or the trustees of its charitable subsidiaries to be used in a particular manner.

i) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Expenditure on charitable activities
- Other expenditure represents those items not falling into the categories above

Charitable expenditure comprises those costs incurred by the group in the delivery of activities and services for its beneficiaries.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the group and include audit fees.

All costs are allocated between the expenditure categories of the statement of financial activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity comprise both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT

The group is unable to recover all of the VAT payable by it. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

j) Taxation

Tera Trust, Forward Housing SW, The Camden Society, Unity Works Social Enterprises, Equal Futures and Aspire Living are exempt from income tax and capital gains tax under Section 505 ICTA1988.

k) Operating leases

Rentals payable under operating leases are charged to the statement of financial activities on straight line basis over the term of the lease.

l) Intangible fixed assets and amortisation

Goodwill is the difference between amounts paid on the acquisition of a business and the fair value of the identifiable assets and liabilities. It is amortised to the income and expenditure account over its estimated economic life of ten years.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

1 Accounting policies (continued)

m) Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. The cost less the estimated residual value of tangible fixed assets is depreciated over their estimated useful lives as follows:

• Freehold land is not depreciated	
• Freehold buildings	2 - 4% straight line
• Leasehold buildings	Straight line over the lease term
• Leasehold improvements	Straight line over the lease term
• Office equipment	20 - 33.3% straight line
• Furniture and fittings	20 - 33.3% straight line

Where fixed assets have been revalued, any excess between the revalued amount and the historic depreciated cost of the asset will be shown as a revaluation reserve in the balance sheet.

n) Investment properties

Investment properties are included at fair value. Any gain or loss on sale or revaluation is taken to the Statement of Financial Activities. Realised gains and losses are calculated as the difference between sales proceeds and original cost. Unrealised gains and losses of the year are calculated as the difference between the fair value at the year end and the opening fair value or purchase date if later. No depreciation is charged on investment properties in accordance with the Charities SORP.

o) Investments in subsidiaries

Investments in subsidiaries are at cost.

p) Property held for resale

Where a property becomes vacant and there is no intension for it to be reoccupied by beneficiaries of the Thera Trust group and the property is thus offered for sale, the property will then be classified as held for resale in the accounts. In regards to valuation, if the properties were valued based on vacant market possession then there would be a significant difference in the valuation of the properties, however, this would only ever be relevant when they are surplus to requirements.

q) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount pre-paid.

r) Leasing and hire purchase commitments

Rentals payable under leases or hire purchase agreements are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

s) Cash at bank and in hand

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible into known amounts of cash with insignificant risk of change in value. Cash balances exclude any funds held on behalf of service users, see note 18.

t) Creditors and provisions

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

u) Financial instruments

The charitable group enters into only basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties and loans from related parties. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

1 Accounting policies (continued)

u) Financial instruments (continued)

The bonds issued by the parent charitable company included within creditors are basic financial instruments and are initially measured at the transaction value and subsequently at redemption value. The interest payable is charged as a financing cost to the statement of Financial Activities on the date it is due for payment. The transaction costs in respect of setting up each bond are included within the balance sheet as a net adjustment to the liability and then spread over the life of the bond (after the bond is formally closed) and charged as a financing cost to the statement of financial activities.

v) Pensions

Defined benefit multi-employer schemes

Thera East Midlands participates in the Nottinghamshire County Council Local Government Pension Scheme, Aspire Living participates in the Worcestershire County Council's Local Government Pension Scheme, The Camden Society participates in the Oxfordshire Pension Fund (and in the previous year, the London Borough of Southwark Pension Fund) and Thera South West participates in the Wiltshire County Council's Local Government Pension Scheme. These are defined benefit schemes. Contributions to the schemes are charged against net income in the period in which they are payable. The pension charges are based on a full actuarial valuation as disclosed in the relevant note to the financial statements. Contributions for these schemes are set by a qualified Actuary.

Thera Trust participates in The Pensions Trust Social Housing Pension Scheme (DB). Thera Trust, Thera East, Thera East Anglia, Thera East Midlands, Thera North, Thera South West and the Camden Society also participate in the NHS Pension Scheme which are defined benefit schemes. Contributions to both schemes are charged against net income in the period in which they are payable. The pension charge is based on full actuarial valuations as disclosed in the relevant note to the financial statements. Contributions for the NHS Pension scheme are set by the Government Actuary.

Defined contribution schemes

Some of the Group's companies (Thera Trust, Thera North, Thera East, Thera East Anglia, Thera East Midlands, Thera (Scotland), Thera South West, Kimolos, Forward Housing and Dosh) participate in The Pensions Trust Ethical Fund. The scheme is a defined contribution scheme and the pension charge represents the amounts payable by each company to the fund in respect of the year.

Thera Trust and Aspire Living participate in The Pensions Trust Social Housing Pension Scheme (DC) and contributions are charged against net income in the period in which they are payable. The scheme is a defined contribution scheme and the pension charge represents the amounts payable by each company to the fund in respect of the year.

Aspire Living participates in a Group Personal Pension Plan administered by Clerical Medical. The plan is a defined contribution scheme and the pension charge represents the amounts payable by the company to the fund in respect of the period.

The Camden Society participates in a group personal pension plan administered by AEGON. The plan is a defined contribution scheme and the pension charge represents the amounts payable by the company to the fund in respect of the period.

Ansar Projects participated in the Pensions Trust Flexible Retirement plan during the year however as of the 1st January 2020 the members of the scheme have been transferred over to The People's Pension Fund. The plan is a defined contribution scheme and the pension charge represents the amount payable by each company to the fund in respect of the period.

Equal Futures and Aspire Living Limited participate in the government's NEST pension scheme. The plan is a defined contribution scheme and the pension charge represents the amount payable by each company to the fund in respect of the period.

Some of the Group's companies (The Camden Society, The Camden Society (London), Unity Works Social Enterprises, Ansar Projects and Thera East Midlands) participate in The People's Pension Fund. The plan is a defined contribution scheme and the pension charge represents the amount payable by each company to the fund in respect of the period.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

1 Accounting policies (continued)

v) Pensions (continued)

Defined contribution schemes (continued)

In 2010 Forward Living, a company limited by guarantee, which has since been struck off the register of companies, ceased to participate in The Pensions Trust Growth Plan. As a result a contingent liability was triggered amounting to £86,569 for which Thera Trust acts as guarantor.

w) Parent charity and financial support

An Intra-Group Agreement exists between Thera Trust and twenty eight of its subsidiaries. This Intra-Group Agreement incorporates a Funding Agreement, which allows Thera Group companies to benefit from the movement of funds around the Group. Each subsidiary, other than The Camden Society, Equal Futures and Thera Limited, has acceded to this Intra-Group Agreement with Board approval. In addition to this, Thera Trust and its subsidiaries have all individually agreed not to demand the repayment of any inter-company borrowings within twelve months of the date on which the balance sheet is signed. Any amounts due to or from Group companies that have been shown as due within one year relate to balances arising from operational activities and gift aid. A market rate of interest has been charged on balances between group companies.

x) Restatement of prior year Income & Expenditure - Charity

Due to the ongoing Covid-19 pandemic the associated costs from this event have been split out from inclusion in expenses in the prior year, this has had the effect of decreasing costs of supporting people with a learning disability costs by £20,000, increasing exceptional costs by £18,890. Covid expenses of £1,110 are now shown on the face of the SOFA, overall the result reported remains the same. There has been no other impact on the financial statements.

Restatement of prior year Income & Expenditure - Group

Due to the ongoing Covid-19 pandemic the associated costs and income from this event have been split out from inclusion in expenses in the prior year, this has had the effect of decreasing exceptional expenses by £29,048. Covid income of £105,817 and expenses of £134,865 are now shown on the face of the SOFA, overall the result reported remains the same. There has been no other impact on the financial statements.

Restatement of prior year Nottinghamshire County Council Local Government Pension Scheme- Group

The following restatement is in respect of Thera East Midlands.

Following the TUPE of staff in 2018, it has been necessary to introduce the liability for the local government pension scheme, this involves the restatement of the opening reserves position, as at 1 April 2019, along with the introduction of transactions related to the pension scheme during 2020. Full details are given in Note 32.

2 Judgements in applying accounting policies and key sources of estimation uncertainty

The trustees of the charitable company make estimates and assumptions concerning the future. Management are also required to exercise judgement in the process of applying the charitable company's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

Management have considered whether Covid-19 has impacted on any areas of estimation in reporting these accounts. Other than the general background uncertainty created by Covid-19's economic impact, management do not believe that it impacts on any specific aspects of the numbers reported in these accounts.

In preparing these financial statements, the Trustees have delegated authority to management to make the following judgements:

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

2 Judgements in applying accounting policies and key sources of estimation uncertainty (continued)

Group financial support

The Trustees have provided assurance to the directors of all the subsidiaries within the Thera Group that have acceded to the Intra-Group Agreement, as referred to above, that adequate financing is in place to meet the group's financing needs. This has enabled the directors of these subsidiaries to confirm that management can prepare the accounts on a going concern basis.

Even though The Camden Society and Equal Futures have not acceded to the Intra-Group Agreement, Thera Trust agrees to financially support these subsidiaries.

Leases

Management determines whether leases entered into by the company either as a lessor or a lessee are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis based on an evaluation of the terms and conditions of the arrangements, and accordingly whether the lease requires an asset and liability to be recognised in the balance sheets.

Investment properties - owned

Investment properties owned by Forward Housing SW, The Camden Society and Aspire Living Limited are valued based either upon vacant market possession, where appropriate, or upon the then current and future rental yields on properties where a lease to a Registered Housing Provider is currently in place.

Recognition of leased investment properties at donated value

By way of a Framework Agreement between Touchpoint Housing (FH) S.A.R.L. (a subsidiary of Cheyne Capital), Thera Trust and Forward Housing completed in July 2015 and a variation to the Agreement effective from 31 March 2017, Forward Housing had control at 31 March, 2021, over a portfolio of 61 properties. These are by way of a 20 year, renewable lease, with the start date being the date of purchase (the earliest dates commencing in 2015) with the right to purchase at the end of the lease. These were sub-leased to Empower Housing Association, a Registered Housing Provider who granted assured tenancies in the properties to people with a learning disability.

Recognition of leased investment properties at donated value (continued)

The Trustees have reviewed the accounting treatment of this portfolio and have decided to recognise an asset on the balance sheet. The asset represents the economic benefit inherent in the sub-leases measured at fair value by the trustees on the basis of the net present value of future cashflows. The trustees will assess the fair value of the asset at each balance sheet date with changes in fair value being reflected in the statement of financial activities. Changes in the fair value will be affected by the changes in the rate of the Consumer Prices Index (CPI) to which rental flows are linked.

No consideration has been granted in relation to the value of these properties, and the asset has therefore been recognised by way of a gift in the statement of financial activities in the year.

Impairment of other assets

Management reviews the carrying value of all other assets for indications of impairment at each period end. If indicators of impairment exist, the carrying value of the asset is subject to further testing to determine whether its carrying value exceeds its recoverable amount. This process will usually involve the estimation of future cash flows which are likely to be generated by the asset.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

2 Judgements in applying accounting policies and key sources of estimation uncertainty (continued)

Recoverability of trade debtors

Trade and other receivables are recognised to the extent that they are judged recoverable. Management reviews are performed to estimate the level of reserves required for irrecoverable debt. Provisions are made specifically against invoices where recoverability is uncertain.

Management makes allowance for doubtful debts based on an assessment of the recoverability of debtors.

Allowances are applied to debtors where events or changes in circumstances indicate that the carrying amounts may not be recoverable. Management specifically analyse historical bad debts, customer creditworthiness, current economic trends and changes in customer payment terms when making a judgement to evaluate the adequacy of the provision for doubtful debts. Where the expectation is different from the original estimate, such difference will impact the carrying value of debtors and the charge in the statement of financial activities.

Provisions

A provision is recognised when the company has a present legal or constructive obligation as a result of a past event for which it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. If the effect is material, provisions are determined by discounting the expected future cash flow at a rate that reflects the time value of money and the risks specific to the liability.

Whether a present obligation is probable or not requires judgment. The nature and type of risks for these provisions differ and management's judgement is applied regarding the nature and extent of obligations in deciding if an outflow of resources is probable or not.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

3 Income from donations and grants

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Donations	222,057	29,536	251,593	8,112	-	8,112
Grants:						
Scottish Government	-	-	-	-	22,500	22,500
The Big Lottery Fund	-	-	-	-	115,573	115,573
Riverside Development Project	-	(25,000)	(25,000)	-	25,000	25,000
Greenwich Work Train	-	145,000	145,000	-	145,000	145,000
Building Bridges	-	-	-	-	35,248	35,248
Gig Buddies	-	48,319	48,319	-	55,789	55,789
Natwest Project	-	-	-	-	9,990	9,990
Deloitte	-	-	-	-	26,000	26,000
Apprenticeship levy Government Grant	-	26,101	26,101	-	26,147	26,147
Innovate & Cultivate	-	-	-	-	41,946	41,946
Building Better Opportunities	-	-	-	-	42,009	42,009
Tera Connex	-	6,026	6,026	-	-	-
Foundations Scotland	-	7,334	7,334	-	-	-
The Big Lottery - Riverside Development Project	-	(9,065)	(9,065)	-	-	-
Great Escape	-	5,073	5,073	-	-	-
CIA Big Lottery	-	28,000	28,000	-	-	-
LB Havering Business Support Grants	-	20,241	20,241	-	-	-
LCRF Wave 1, Chelsea FC Foundation & MCC	-	88,091	88,091	-	-	-
ESFA	-	16,000	16,000	-	-	-
Young Camden & Camden SAF - Employment Project	-	5,933	5,933	-	-	-
LCRF Wave 2	-	29,035	29,035	-	-	-
Hampstead Wells & Campden Trust ESA	-	7,500	7,500	-	-	-
FSF Essex	-	11,613	11,613	-	-	-
Rank Foundation	-	25,000	25,000	-	-	-
The National Lottery Community Fund	-	46,479	46,479	-	-	-
Postcode Neighbourhood Trust Unity Pies	-	18,679	18,679	-	-	-
FSF Barnet	-	7,848	7,848	-	-	-
Hfds Comm HCF Grant	-	5,000	5,000	-	-	-
The National Lottery Community Fund	-	26,660	26,660	-	-	-
Other	(6,132)	13,930	7,798	126,323	24,456	150,779
	<u>215,925</u>	<u>583,333</u>	<u>799,258</u>	<u>134,435</u>	<u>569,658</u>	<u>704,093</u>

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

4 Supporting people with a learning disability

The Group received income for supporting people with a learning disability from local authorities, other organisations and individuals within the following areas shown below. In addition, rental income includes aggregate rentals receivable in relation to operating leases totalling £1,508,425 (2020 - £1,299,530).

	2021 Total £	2020 Total £
East Anglia	11,523,544	11,582,567
East	13,540,374	13,148,802
East Midlands	13,770,862	11,742,988
West	6,288,629	6,496,057
South Midlands	5,416,542	5,762,949
South West	8,399,740	8,167,113
North	6,144,496	5,748,018
Scotland	3,336,061	3,404,711
London	3,338,080	4,302,617
Other	811,360	546,834
Supporting people with a learning disability	72,569,688	70,902,656
Rental income	1,508,425	1,299,530
Income from charitable activities	74,078,113	72,202,186

5 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2021 £	2020 £
Operating lease rentals:		
- motor vehicles	356,218	365,398
- land and buildings	1,386,478	1,309,461
External auditors remuneration (excluding VAT):		
Audit	178,000	167,990
Other services	54,000	54,871
Audit- In respect of the prior year	16,923	43,172
Other services - In respect of the prior year	1,562	-
Internal auditors remuneration (excluding VAT)	12,495	21,960
Depreciation of owned assets	439,819	397,752
Amortisation of goodwill	368,321	61,387
(Surplus)/Losses on disposal:		
Fixed Assets	24,880	(3,050)
Investments	(505)	(3,750)

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

6 Total expenditure

The group	2021			2020		Restated
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Raising funds						
Fundraising and publicity	130,705	-	130,705	94,943	-	94,943
	<u>130,705</u>	<u>-</u>	<u>130,705</u>	<u>94,943</u>	<u>-</u>	<u>94,943</u>
Direct costs of supporting						
Staff and agency costs	57,702,693	380,880	58,083,573	57,046,541	276,831	57,323,372
Property costs	2,024,054	-	2,024,054	2,098,577	-	2,098,577
Other direct costs	1,882,119	221,421	2,103,540	2,958,712	255,634	3,214,346
Support costs (below)	10,301,092	-	10,301,092	9,067,008	-	9,067,008
Governance costs (below)	589,833	-	589,833	630,193	-	630,193
	<u>72,499,791</u>	<u>602,301</u>	<u>73,102,092</u>	<u>71,801,031</u>	<u>532,465</u>	<u>72,333,496</u>
Support costs						
Staff and agency costs	4,879,394	-	4,879,394	4,298,148	-	4,298,148
Net operating cost of defined benefit pension scheme	64,000	-	64,000	88,000	-	88,000
Property costs	685,242	-	685,242	825,392	-	825,392
Depreciation, amortisation	808,140	-	808,140	459,139	-	459,139
Other support costs	3,864,316	-	3,864,316	3,396,329	-	3,396,329
	<u>10,301,092</u>	<u>-</u>	<u>10,301,092</u>	<u>9,067,008</u>	<u>-</u>	<u>9,067,008</u>
Governance						
Staff costs	84,026	-	84,026	82,251	-	82,251
Legal and professional	495,977	-	495,977	467,472	-	467,472
Other	9,830	-	9,830	80,470	-	80,470
	<u>589,833</u>	<u>-</u>	<u>589,833</u>	<u>630,193</u>	<u>-</u>	<u>630,193</u>

Exceptional costs of £272,990 (2020 - £298,958) have been incurred in 2021, £128,665 (2020 - £238,789) due to employment and other costs in relation to restructuring, £144,325 (2020: £44,357) in relation to professional and other costs and in 2020, £15,812 for the start up and closure costs of Social Enterprise cafes (2021: £Nil).

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

7 Directors and trustees

The Articles of Association of the charitable company state that the number of Directors must be not less than four, of whom one must be an Executive Director, and the maximum number of Directors is fourteen, of whom no more than five shall be Executive Directors, such Executive Directors to be equal in status.

During the year there were 4 Executive Directors who received aggregate remuneration and expenses as follows:

	Total remuneration £	Expenses £	Pension £	2021 Total £
Mrs K Boyce-Dawson	106,964	4,110	15,338	126,412
Mr S Conway	108,882	11,948	12,065	132,895
Ms J Garrigan	110,342	3,333	12,065	125,740
Mr M Smith	41,949	1,210	1,258	44,417
	368,137	20,601	40,726	429,464

	Total remuneration £	Expenses £	Pension £	2020 Total £
Mrs K Boyce-Dawson	104,537	13,186	15,000	132,723
Mr S Conway	114,136	13,343	11,800	139,279
Ms J Garrigan	115,289	17,719	11,769	144,777
Mr M Smith	40,913	5,044	1,228	47,185
	374,875	49,292	39,797	463,964

Total remuneration includes salary and benefits in kind.

Executive Directors are paid an equal level of salary, adjusted only for full time or part time hours, pensions and benefits in kind, such as lease cars. The change in costs between the two years is in the main due to changes to the taxable value of lease cars and the level of expenses. The Executive directors are considered to be the key management personnel of the charity.

During the period retirement benefits were accruing to 4 (2020 - 4) Directors in respect of a defined contribution scheme.

During the period 5 Trustees (2020 - 9) received reimbursed expenses relating to travel and accommodation amounting to £20,734 (2020 - £55,755). These expenses relate to attendance at meetings of the trustees, at meetings of trustees or directors of subsidiary companies and in relation to other management activities. These amounts include the above expenses shown as payable to the Executive Directors.

The highest paid director received remuneration of £110,342 (2020 - £115,289) (salary and benefits in kind). The value of the employer's contributions paid to a multi-employer defined contribution pension scheme in respect of the highest paid director amounted to £12,065 (2020 - £11,769).

8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2021 £	Restated 2020 £
Salaries and wages	55,708,580	53,795,009
Redundancy and termination costs	114,896	94,018
Social security costs	4,252,591	3,957,282
Employer's contribution to defined contribution pension schemes	1,175,443	631,466
Employer's contribution to defined benefit pension schemes	328,451	327,347
Operating cost of defined benefit pension schemes	64,000	88,000
	61,643,961	58,893,122

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel (continued)

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2021 No.	2020 No.
£60,000 - £69,999	12	9
£70,000 - £79,999	4	3
£80,000 - £89,999	-	1
	16	13

No disclosure has been made of the number of Executive Directors receiving total salaries and benefits in excess of £60,000 as their remuneration is disclosed in full in the above note.

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel for the Charity were £452,135 (2020 - £458,696).

9 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 3,155 (2020 - 3,139).

Staff are split across the activities of the charitable company as follows:

	2021 No.	2020 No.
Direct and relief support work	3,069	3,055
Management and administration	86	84
	3,155	3,139

10 Related party transactions

As disclosed in note 15, Thera Trust is the parent charitable company of all of the named subsidiary entities within the Group. The result for the year, assets and liabilities at the balance sheet date, and the registered office of these entities are all disclosed in full in that note.

Balances due to and from group undertakings are also disclosed in notes 17 and 22.

The Group's subsidiaries, within their own financial statements, have taken the exemption permitted by section 33.1A of FRS 102 from disclosing transactions with other entities within the Group on the grounds that Thera Trust controls 100% of the voting rights and consolidated accounts are prepared.

As required by the SORP, Thera Trust, and its charitable subsidiaries, disclose in full transactions with other entities within the Thera Group. Due to the number of entities involved, transactions of a similar nature have been amalgamated within the table below.

The following transactions were charged / (credited) in the accounts of Thera Trust:

	2021 £	2020 £
Management charges from Thera Trust to subsidiary undertakings	10,053,000	8,505,000
Donations under gift aid from subsidiary undertakings to Thera Trust	1,083,827	1,763,589
Social investment grants from Thera Trust to The Quality Company, Equal Futures, Thera East Midlands, Thera East Anglia and Unity Works Social Enterprises (2020: in addition includes Dosh)	411,140	471,140

Transactions with directors

There are no transactions with directors in the current or prior year other than those disclosed in Note 7.

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

11 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charitable company's trading subsidiaries gift aid available profits to the parent charitable company and therefore have no charge to corporation tax.

12 Intangible fixed assets

Goodwill

The group

	Goodwill £	Total £
Cost		
At the start of the year	613,868	613,868
Disposals in year	(613,868)	(613,868)
At the end of the year	-	-
Amortisation		
At the start of the year	245,547	245,547
Charge for the year	368,321	368,321
Eliminated on disposal	(613,868)	(613,868)
At the end of the year	-	-
Net book value		
At the end of the year	-	-
At the start of the year	368,321	368,321

The charity

	Goodwill £	Total £
Cost		
At the start of the year	613,868	613,868
Disposals in year	(613,868)	(613,868)
At the end of the year	-	-
Amortisation		
At the start of the year	245,547	245,547
Charge for the year	368,321	368,321
Eliminated on disposal	(613,868)	(613,868)
At the end of the year	-	-
Net book value		
At the end of the year	-	-
At the start of the year	368,321	368,321

The trustees have assessed the value of goodwill vested in relation to the purchase in 2016 of Folegandros, and its successor Ansar Projects, with reference to current financial results of Ansar Projects and have determined that it is prudent to write off the remaining intangible asset.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

13 Tangible fixed assets

The group

	Leasehold property and improvements £	Freehold land and property £	Fixtures and fittings and equipment £	Total £
Cost or revaluation				
At the start of the year	747,263	1,350,000	3,741,515	5,838,778
Additions in year	-	-	207,730	207,730
Disposals in year	(9,233)	-	(1,934,810)	(1,944,043)
At the end of the year	738,030	1,350,000	2,014,435	4,102,465
Depreciation				
At the start of the year	391,844	42,600	2,634,217	3,068,661
Charge for the year	42,632	21,300	375,887	439,819
Eliminated on disposal	(3,578)	-	(1,915,584)	(1,919,162)
Eliminated on revaluation	-	(63,900)	-	(63,900)
At the end of the year	430,898	-	1,094,520	1,525,418
Net book value				
At the end of the year	307,132	1,350,000	919,915	2,577,047
At the start of the year	355,419	1,307,400	1,107,298	2,770,117

The charity

	Freehold land and property £	Fixtures and fittings and equipment £	Total £
Cost or revaluation			
At the start of the year	600,000	3,253,402	3,853,402
Additions in year	-	182,729	182,729
Revaluation	-	-	-
Eliminated on disposal	-	(1,703,310)	(1,703,310)
At the end of the year	600,000	1,732,821	2,332,821
Depreciation			
At the start of the year	18,000	2,289,986	2,307,986
Charge for the year	9,000	330,983	339,983
Eliminated on revaluation	(27,000)	-	(27,000)
Eliminated on disposal	-	(1,695,932)	(1,695,932)
At the end of the year	-	925,037	925,037
Net book value			
At the end of the year	600,000	807,784	1,407,784
At the start of the year	582,000	963,416	1,545,416

Included above is freehold land with an assessed value of £150,000 (2020: £150,000). This value is not depreciated in the accounts.

The historic cost equivalent of land and buildings included at valuation are as follows:

	Freehold land and property £	2021 £	2020 £
Cost	1,639,651	1,639,651	1,639,651
Accumulated depreciation	(601,498)	(601,498)	(580,198)
At the end of the year	1,038,153	1,038,153	1,059,453

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

14 Investment properties

	Owned £	Group Leased £	2021 £	Charity 2021 £
Fair value at the start of the year	5,523,057	3,852,227	9,375,284	-
Additions including donations	695,479	-	695,479	-
Disposals	(235,000)	-	(235,000)	-
Revaluation during the year	(441,718)	(122,835)	(564,553)	-
Fair value at the end of the year	5,541,818	3,729,392	9,271,210	-

	Owned £	Group Leased £	2020 £	Charity 2020 £
Fair value at the start of the year	3,661,570	3,465,527	7,127,097	-
Additions including donations	2,055,487	-	2,055,487	-
Disposals	-	-	-	-
Revaluation during the year	-	386,700	386,700	-
Property held for resale	(194,000)	-	(194,000)	-
Fair value at the end of the year	5,523,057	3,852,227	9,375,284	-

In 2021, the trustees had been provided with a valuation from Jones Laing LaSalle ("JLL") Residential Advisory Team, in accordance with the RICS Valuation Professional standards July 2017 Global and UK Edition of the properties that it owns. This valuation was at market value as at 31st March, 2021. The valuation was based either on the then current and future rental yields on properties where an under-lease to a Registered Housing Provider is currently in place, assuming good and marketable title free from onerous or unusual restrictions, covenants or encumbrances not covered by appropriate insurances, long term CPI of 2% and leases, where in place, formally registered with HM Land Registry or, where appropriate, upon vacant market possession. All of the investment properties owned by the charity are located within the United Kingdom. The majority of these properties are held for use in operating leases. No properties were identified for future sale at the year end (2020: 2).

Some properties are leased by the charity and then under-let to a Registered Housing Provider. There is an economic benefit inherent in certain leases granted on these properties measured at fair value over their extended lifetime. This has given rise to a re-valuation of that benefit at the year-end.

15 Investments

The charity - Controlled subsidiary undertakings

Cost of investment in Folegandros (formally known as Ansar Projects Ltd)

	Charity 2021 £	2020 £
Cost of investment at the start of the year	-	303,942
Impairment during the year	-	(303,942)
Cost of investment at the end of the year	-	-

Tera Trust previously held an investment in Folegandros (formally known as Ansar Projects Limited). During 2019, the directors and senior management team of Folegandros considered the corporate status of the company. They decided that a not-for profit structure was more appropriate to the organisation's activities. Consequently, the directors agreed to transfer in their entirety the activities of the company to a new company to be named Ansar Projects (company number 11904307), with the existing company being renamed as Folegandros Limited. Once the outstanding debts of the company have been collected and creditors settled, it is the intention of directors for any remaining assets to be transferred to the new Ansar Projects and to apply for the company to be struck off the register of companies. Solely as a result of the change in corporate structure, the carrying value of the investment in Folegandros was written down to zero.

Full details of the subsidiary Folegandros are detailed in the table below.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

15 Investments (continued)

Group - Controlled subsidiary undertakings

The parent charitable company controlled the following companies and charitable companies:

Company	Country of registration or incorporation		Company Registration	Charity Number
Ansar Projects Limited	England and Wales	Limited by guarantee	11904307	
Dosh Limited	England and Wales	Limited by guarantee	06337548	
Folegandros Limited (formerly Ansar Projects Limited)	England and Wales	Limited company	07191526	
Kimolos Limited (formerly The Quality Company Limited)	England and Wales	100% ordinary share capital	06319351	
The Camden Society (London) Limited	England and Wales	Limited by guarantee	11484012	
The Camden Society Trading Limited	England and Wales	Limited by guarantee	10695786	
The Quality Company Limited (formally Kimolos Limited)**	England and Wales	Limited by guarantee	12591280	
Tera East	England and Wales	Limited by guarantee	06795987	
Tera East Anglia	England and Wales	Limited by guarantee	05566295	
Tera East Midlands	England and Wales	Limited by guarantee	05566293	
Tera East Midlands Trading Limited	England and Wales	Limited by guarantee	10695501	
Tera North	England and Wales	Limited by guarantee	05343088	
Tera North Trading Limited	England and Wales	Limited by guarantee	10695651	
Tera (Scotland)	Scotland	Limited by guarantee	SC 322014	
Tera South Midlands	England and Wales	Limited by guarantee	08667106	
Tera South Midlands Trading Limited	England and Wales	Limited by guarantee	10695744	
Tera South West	England and Wales	Limited by guarantee	06797328	
Tera West	England and Wales	Limited by guarantee	05852926	
Aspire Living Limited	England and Wales	Limited by guarantee	02720295	1024904
Equal Futures	Scotland	Limited by guarantee	SC 238588	SC 033799
Forward Housing (formerly Forward Housing SW)	England and Wales	Limited by guarantee	03821702	1078391
The Camden Society	England and Wales	Limited by guarantee	03023588	1044693
Unity Works Social Enterprises limited	England and Wales	Limited by guarantee	11338498	1185113
Ansar Projects Trading Limited *	England and Wales	Limited by guarantee	10695377	
Aspire Living Trading Limited *	England and Wales	Limited by guarantee	10695243	
Tera Limited *	England and Wales	Limited by guarantee	04999446	
Tera East Anglia Trading Limited *	England and Wales	Limited by guarantee	10695759	
Tera East Trading Limited *	England and Wales	Limited by guarantee	10695595	
Tera (Scotland) Trading Limited *	Scotland	Limited by guarantee	SC 561756	
Tera South West Trading Limited *	England and Wales	Limited by guarantee	10695690	

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

15 Investments

Controlled subsidiary undertakings (continued)

Company	Country of registration or incorporation		Company	Charity
Uemploy Limited *	England and Wales	Limited by guarantee	08114936	

Entities above marked with an asterisk * were dormant and did not trade during the year.

The entity above marked with asterisks ** was incorporated on the 7 May 2020.

The registered office address for the majority of Thera companies including dormant and trading companies is 134 Edmund Street, Birmingham, B3 2ES, the exceptions being:

- Thera Scotland, Thera (Scotland) Trading and Equal Futures - Melrose House, 69a George Street, Edinburgh, EH2 2JG

The active subsidiaries are controlled by the parent charitable company and undertake a range of activities in fulfilment of the Group's charitable objects. Where the subsidiary is in a net asset position, the directors of the subsidiary have determined in each case that the taxable surplus of the subsidiary for the year be gift aided to the parent charitable company.

The aggregate amount of capital and reserves and the results of the subsidiary undertakings for the last relevant financial year were as set out below. The figures are gross, before any consolidation adjustment. Any group entity not shown in the tables had no income, expenditure, assets or liabilities to report:

	Income £	Expenditure £	(Deficit) / surplus for the year £	Gift Aid and other transfers £
Ansar Projects	2,092,425	(1,989,777)	102,648	102,648
Dosh Limited	896,042	(809,757)	86,285	-
Folegandros (formerly Ansar Projects Limited)	2,440	2,813	5,253	5,253
Kimolos (formerly The Quality Company Limited)	171,601	(166,283)	5,318	5,318
The Camden Society (London) Limited	2,812,334	(2,876,472)	(64,138)	-
The Camden Society Trading	576,850	(576,850)	-	-
The Quality Company Limited	302,459	(167,427)	135,032	135,032
Thera East	14,363,041	(13,858,270)	504,771	504,771
Thera East Anglia	12,272,707	(11,946,937)	325,770	325,770
Thera East Midlands	14,229,797	(14,581,270)	(351,473)	-
Thera East Midlands Trading	10,695,705	(10,695,705)	-	-
Thera North	4,266,603	(3,979,235)	287,368	-
Thera North Trading	460,527	(460,527)	-	-
Thera (Scotland)	3,535,513	(3,458,216)	77,297	-
Thera South Midlands	458,604	(458,604)	-	-
Thera South Midlands Trading	1,712,744	(1,712,744)	-	-
Thera South West	8,629,268	(8,505,152)	124,116	-
Thera West	5,070	(35)	5,035	5,035
Aspire Living Limited	6,707,844	(6,665,668)	42,176	-
Equal Futures	94,164	(117,999)	(23,835)	-
Forward Housing (formerly Forward Housing SW)	2,059,954	(2,371,737)	(311,783)	-
The Camden Society	7,632,343	(8,264,166)	(631,823)	-
Unity Works Social Enterprises limited	2,447,411	(2,239,467)	207,944	-

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

15 Investments (continued)

	Assets £	Liabilities £	Capital and reserves £
Ansar Projects	470,635	(470,635)	-
Dosh Limited	202,955	(981,694)	(778,739)
Folegandros (formerly Ansar Projects Limited)	76,786	(69,930)	6,856
Kimolos (formerly The Quality Company Limited)	-	-	-
The Camden Society (London) Limited	541,857	(605,995)	(64,138)
The Camden Society Trading	102,665	(102,665)	-
The Quality Company Limited	138,187	(138,187)	-
Thera East	2,024,677	(2,024,677)	-
Thera East Anglia	1,210,666	(1,210,666)	-
Thera East Midlands	745,741	(1,585,005)	(839,264)
Thera East Midlands Trading	1,903,366	(1,903,366)	-
Thera North	698,182	(814,639)	(116,457)
Thera North Trading	106,009	(106,009)	-
Thera (Scotland)	555,282	(1,389,516)	(834,234)
Thera South Midlands	372,388	(372,388)	-
Thera South Midlands Trading	340,040	(340,040)	-
Thera South West	1,293,405	(1,370,988)	(77,583)
Thera West	166,441	(5,035)	161,406
Aspire Living Limited	3,056,352	(578,635)	2,477,717
Equal Futures	68,267	(4,052)	64,215
Forward Housing (formerly Forward Housing SW)	9,486,542	(4,959,004)	4,527,538
The Camden Society	1,267,980	(2,245,262)	(977,282)
Uemploy Limited	-	(105,887)	(105,887)
Unity Works Social Enterprises limited	510,693	(839,706)	(329,013)

16 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2021 £	2020 £
Gross income	12,523,928	10,898,157
Total expenditure on charitable activities	(9,797,611)	(8,460,318)
Costs of generating funds	(659,946)	(558,695)
Governance costs	(589,833)	(630,193)
Remeasurement loss on defined benefit pension scheme	(559,000)	189,436
Net gain on fixed assets	27,000	-
Net income	944,538	1,438,387
Total funds brought forward	7,955,270	6,516,883
Total funds	8,899,808	7,955,270

Gross income is inclusive of donations made under gift aid of £1,083,827 (2020 - £1,763,589) from its subsidiaries, as detailed in note 15.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

17 Debtors

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Due after more than one year				
Amounts owed from group undertakings	-	-	16,539,126	16,336,571
Due within one year				
Operational debtors	5,295,523	5,527,545	89,936	98,762
Other debtors	728,839	937,688	75,357	103,677
Prepayments and accrued income	5,388,313	5,599,264	493,451	572,544
	11,412,675	12,064,497	17,197,870	17,111,554

18 Cash at bank

At the balance sheet date, Dosh Limited acting as appointee, court approved deputy or other approved representative, held funds on behalf of people with a learning disability supported by Dosh Limited in a separate general account amounting to £23,771 (2020: £72,779) and in individual accounts amounting to £15,949,828 (2020: £11,909,234). These funds have not been included as assets or liabilities of the company.

19 Creditors: amounts falling due within one year

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Overdraft and bank loans	145,625	135,895	854,197	135,895
Other loans	-	1,985,502	-	1,985,502
Amounts due under finance leases	51,088	56,193	51,088	56,193
Operational creditors	764,864	708,402	451,001	339,031
Taxation and social security	2,090,696	1,975,526	669,586	714,465
Other creditors	588,807	652,550	5,397	25,276
Accruals and deferred income	3,167,362	2,024,898	348,762	365,092
	6,808,442	7,538,966	2,380,031	3,621,454

20 Deferred income

Deferred income comprises payments in advance of services.

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Balance at the beginning of the year	177,018	50,517	-	-
Amount released to income in the year	(177,018)	(50,517)	-	-
Amount deferred in the year	377,489	177,018	-	-
Balance at the end of the year	377,489	177,018	-	-

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

21 Creditors: amounts falling due after one year

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Bank loans	816,007	971,379	816,007	971,379
Other loans	9,733,811	4,860,062	9,733,811	4,860,062
Amounts due under finance leases	68,328	119,198	68,328	119,198
Amounts due to group undertakings	-	-	1,644,950	1,559,777
	10,618,146	5,950,639	12,263,096	7,510,416

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Analysis of loans				
Total loans repayable	10,695,443	7,952,838	10,695,443	7,952,838
Included in current liabilities	(145,625)	(2,121,397)	(145,625)	(2,121,397)
	10,549,818	5,831,441	10,549,818	5,831,441

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Loan maturity analysis				
Within one year	145,625	2,121,397	145,625	2,121,397
Two - five years	10,549,818	5,831,441	10,549,818	5,831,441
	10,695,443	7,952,838	10,695,443	7,952,838

Within bank loans is a Bank of Scotland loan with a current balance of £0.13m which is secured by a first legal charge over a freehold property. The interest is charged at 1.65% per annum over the bank base rate and the loan is repayable by 28 November 2024.

There is also a Barclays £1.5m overdraft facility and a term loan with a current balance of £0.83m, which are secured by a Group bank account-offset cross guarantee, a cross guarantee and debenture creating fixed and floating charges over the assets of several Group companies and a floating charge over the assets of Thera (Scotland).

Thera Trust issued a £2,000,000 five year bond on 31 December, 2015. Interest was payable annually on 31 December, each year in arrears at a fixed rate of 5.5% per annum. The bond was repaid on 31 December, 2020.

Thera Trust offered a £5,000,000 six year bond in February, 2018. Interest is payable annually on 31 March each year in arrears at a fixed rate of 5.5% per annum. The bond is repayable on 31 March, 2024.

Thera Trust offered a £5,000,000 six year bond in July, 2020. Interest is payable annually on 31 March each year in arrears at a fixed rate of 5.25% per annum. The bond is repayable on 31 March, 2026.

Finance leases are secured over the assets to which they relate.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

22 Pension schemes

Defined benefit multi-employer schemes

Local Government Pension Scheme - Nottinghamshire

Tera East Midlands participates in Nottinghamshire County Council's Local Government Pension Scheme ("the Scheme"). The Scheme is funded and is contracted-out of the State Pension scheme.

Contributions payable during the period amount to £19,755 (2020 - £17,209). The amount outstanding in respect of employer and employee contributions for this Scheme at the year end was £Nil (2020 - £Nil).

The Trustee commissions an actuarial valuation of the Scheme every three years. The main purpose of the valuation is to determine the financial position of the Scheme in order to address the level of future contributions required so that the Scheme can meet its pension obligations as they fall due.

The last formal valuation of the Scheme was performed as at 31 March 2019 by a professionally qualified Actuary using the Projected Unit and Attained Age Methods. The market value of the Scheme's assets at the valuation date was £5,415 million. The valuation revealed a shortfall of assets compared with the value of liabilities of £405 million, equivalent to a past service funding level of 93%.

The next triennial formal valuation of the Scheme is due as at 31 March 2022.

Tera East Midlands has not been notified by Nottinghamshire County Council of the estimated employer debt on withdrawal from the scheme. However, at the request of the Council, Tera East Midlands has put in place an on-demand bond to meet the level of risk arising in the event of insolvency, winding up or liquidation of the company, as assessed by the Council following actuarial advice. This bond is in the sum of £90,000, and has been provided by HCC International Insurance Company Plc.

Previously it has not been possible for the company to obtain sufficient information to enable it to account for the Scheme as a defined benefit scheme, therefore the company has accounted for the Scheme as a defined contribution scheme.

For financial years ending on or after 31 March 2019, it is possible to obtain sufficient information to enable the company to account for the Scheme as a defined benefit scheme.

The number of members of the scheme are set out below.

The data as at 31 March 2021 and 31 March 2020 has been calculated from the valuation provided by Barnett Waddingham . These are set out below:

Number of active members in the scheme

	2021	2020
	No.	No.
Active	5	5
Deferred	12	13
Pensioners	6	5

Financial assumptions

	2021	2020
	% pa	% pa
Rate of discount	2.05	2.35
Price inflation (RPI)	3.15	2.65
Price inflation (CPI)	2.85	1.85
Salary increases	3.85	2.85

Other material assumptions

	years	years
Life expectancies in retirement:		
Male currently aged 65	21.6	21.8
Female currently aged 65	24.3	24.4
Male currently aged 45	22.9	23.2
Female currently aged 45	25.7	25.8

Present Values of Defined Benefit Obligation, Fair Value of Assets and Defined Benefit Asset / (Liability)

	2021	2020
	£'000	£'000
Fair value of plan assets	1,167	966
Present value of defined benefit obligation	(1,992)	(1,454)
Deficit in plan	(825)	(488)
Defined benefit liability to be recognised	(825)	(488)
Net defined liability to be recognised	(825)	(488)

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

22 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

Local Government Pension Scheme - Nottinghamshire (continued)

Reconciliation of Opening and Closing Balances of the Fair Value of Plan Assets

	2021 £'000	2020 £'000
Opening fair value of employer assets	966	1,019
Interest income	23	25
Return on plan assets	176	(90)
Contributions by the employer	20	17
Contributions by members	6	5
Benefits paid and expenses	(24)	(10)
Closing fair value of employer assets	<u>1,167</u>	<u>966</u>

Reconciliation of Opening and Closing Balances of Defined Benefit Obligation

	2021 £'000	2020 £'000
Opening defined benefit obligation	1,454	1,633
Current service cost	40	39
Past service cost	-	12
Interest cost	34	40
Contributions by members	6	5
Actuarial losses / (gains)	482	(265)
Benefits paid and expenses	(24)	(10)
Closing defined benefit obligation	<u>1,992</u>	<u>1,454</u>

Defined Benefit Costs Recognised in the Statement of Financial Activities (SOFA)

	2021 £'000	2020 £'000
Current service cost	40	39
Past service cost	-	12
Net interest expense	11	15
Defined benefit costs recognised in the SOFA	<u>51</u>	<u>66</u>
Actual return on employer assets	<u>199</u>	<u>(65)</u>

Fair value of employer assets

	2021 £'000	2020 £'000
Equities	745	558
Gilts	41	40
Other bonds	87	89
Property	124	144
Cash	62	39
Inflation-linked pooled fund	45	36
Infrastructure	63	60
	<u>1,167</u>	<u>966</u>

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

22 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

Local Government Pension Scheme - Nottinghamshire (continued)

FRS102 pension liability reconciliation 2021

	Assets £'000	Liabilities £'000	Total £'000
Brought forward	966	(1,454)	(488)
Actuarial gains/(losses)	-	(482)	(482)
Return on Plan Assets	176	-	176
Current service cost	-	(40)	(40)
Interest	23	(34)	(11)
Contributions in - e'er	20	-	20
Contributions in - e'ee (participants)	6	(6)	-
Benefits out	(24)	24	-
At year end	1,167	(1,992)	(825)
Net change in scheme surplus/(deficit)			(337)
Net current service cost / expense in SoFA			(51)

FRS102 pension liability reconciliation 2020

	Assets £'000	Liabilities £'000	Total £'000
Brought forward	1,019	(1,633)	(614)
Actuarial gains/(losses)	-	265	265
Return on Plan Assets	(90)	-	(90)
Current service cost	-	(39)	(39)
Past service cost	-	(12)	(12)
Interest	25	(40)	(15)
Contributions in - e'er	17	-	17
Contributions in - e'ee (participants)	5	(5)	-
Benefits out	(10)	10	-
At year end	966	(1,454)	(488)
Net change in scheme surplus/(deficit)			126
Net current service cost / expense in SoFA			(66)

Local Government Pension Scheme - Oxfordshire

The Camden Society also participates in the Oxfordshire Local Government Pension Scheme ("the Scheme"). This is a multi-employer, defined benefit type scheme and the assets of the scheme are held separately from those of the charity in independently administered funds. Contributions payable during the year amounted to £65,192 (2020 - £60,733) As at the balance sheet date there were 15 (2020 - 16) active members of the Scheme employed by the Society. The amount outstanding in respect of this Scheme at the year-end was £Nil (2020 - £Nil).

It is not possible in the normal course of events to identify on a consistent and reasonable basis the share of underlying assets and liabilities belonging to individual participating employers. This is because the Scheme is a multi-employer scheme where the Scheme assets are co-mingled for investment purposes, and benefits are paid from total Scheme assets. Accordingly, due to the nature of the Scheme, the accounting charge for the period under FRS102 represents the employer contribution payable.

Oxfordshire County Council has confirmed that it will take responsibility for any funding deficit arising should The Camden Society cease to be a member in the Scheme.

Thera Trust

Notes to the Financial Statements

for the year ended 31 March 2021

22 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

Local Government Pension Scheme - Worcestershire

Aspire Living Limited participates in the Worcestershire County Council's Local Government Pension Scheme ("the Scheme"). The Scheme is funded as is contracted-out of the State Pension scheme.

The Council has agreed to fund any additional employer pension costs which may be required to address future pension scheme deficits in relation to Aspire's staff.

Contributions payable during the period amount to £91,370 (2020 - £84,569). The amount outstanding in respect of employer and employee contributions for this Scheme at the year-end was £Nil (2020 - £8,929).

As at the balance sheet date there were 19 (2020 - 22) active members of the Scheme employed by Aspire Living Limited.

It is not possible in the normal course of events to identify on a consistent and reasonable basis the share of underlying assets and liabilities belonging to individual participating employers. This is because the Scheme is a multi-employer scheme where the Scheme assets are co-mingled for investment purposes, and benefits are paid from total Scheme assets. Accordingly, due to the nature of the Scheme, the accounting charge for the period under FRS102 represents the employer contribution payable.

The scheme's Trustee commissions an actuarial valuation of the Scheme every three years. The main purpose of the valuation is to determine the financial position of the Scheme in order to address the level of future contributions required so that the Scheme can meet its pension obligations as they fall due.

The last formal valuation of the Scheme was performed as at 31 March 2019 by a professionally qualified Actuary. The market value of the Scheme's assets at the valuation date was £2,795 million. The valuation revealed a shortfall of assets compared with the value of liabilities of £295 million, equivalent to a past service funding level of 90%. This is an increase on the 75% funded position as a result of the 2016 valuation.

A common rate of contribution of 17.5% of pensionable pay per annum is required from employers. The common rate is calculated as being sufficient, together with contributions paid by members, to meet all liabilities arising in respect of service after the valuation date. The deficit of £295 million would be eliminated by a contribution addition of £28 million per annum increasing at 3.9% per annum for 15 years.

The next triennial formal valuation of the Scheme is due as at 31 March 2022.

Local Government Pension Scheme - Wiltshire

Thera South West participates in Wiltshire Council's Local Government Pension Scheme (WLGPS). The Scheme is funded and is contracted-out of the State Pension scheme.

Contributions payable during the period amount to £5,104 (2020: £12,100). The amount outstanding in respect of employer and employee contributions for this Scheme at the year-end was £Nil (2020: £ Nil).

It is not possible in the normal course of events to identify on a consistent and reasonable basis the share of underlying assets and liabilities belonging to individual participating employers. This is because the Scheme is a multi-employer scheme where the Scheme assets are co-mingled for investment purposes, and benefits are paid from total Scheme assets. Accordingly, due to the nature of the Scheme, the accounting charge for the period under FRS 102 represents the employer contribution payable.

Wiltshire County Council has confirmed that it will take responsibility for any funding deficit arising should Thera South West cease to be a member in the Scheme.

As at the balance sheet date there were 1 (2020: 2) active members of the Scheme employed by Thera South West.

The Trustee commissions an actuarial valuation of the Scheme every three years. The main purpose of the valuation is to determine the financial position of the Scheme in order to address the level of future contributions required so that the Scheme can meet its pension obligations as they fall due.

The last formal valuation of the Scheme was performed as at 31 March 2019 by a professionally qualified Actuary. The market value of the Scheme's assets at the valuation date was £2,589 million. The valuation revealed a shortfall of assets compared with the value of liabilities of £92 million, equivalent to a past service funding level of 97%.

The next triennial formal valuation of the Scheme is due as at 31 March 2022.

NHS Pension Scheme

For some employees, who have previously worked in the NHS, Thera East Anglia, Thera East Midlands, Thera East, Thera North, Thera South West and The Camden Society also participate in the NHS Pension Scheme ("the Scheme"), which is a defined benefit scheme. Contributions to this scheme, which are charged against net income, are set by the Government Actuary as set out below. The pension charge for the year in respect of this Scheme was £163,174 (2020 - £169,946). The amount outstanding at 31 March, 2021 was £Nil (2020 - £Nil).

Past and present employees are covered by the provisions of the two NHS Pensions Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at: www.nhsbsa.nhs.uk/pensions.

THERA TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2021

22 Pension schemes (continued)

Defined benefit multi-employer schemes (continued)

NHS Pension Scheme (continued)

Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS Body of participating in the scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the Financial Reporting Manual (FReM) requires that 'the period between formal valuations shall be four years, with approximate assessments in intervening years'. An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2021, is based on valuation data as at 31 March 2020, updated to 31 March 2021 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account its recent demographic experience), and to recommend the contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019 to 20.6% of pensionable pay. The 2016 funding valuation was also expected to test the cost of the Scheme relative to the employer cost cap that was set following the 2012 valuation. In January 2019, the Government announced a pause to the cost control element of the 2016 valuations, due to the uncertainty around member benefits caused by the discrimination ruling relating to the McCloud case.

The Government subsequently announced in July 2020 that the pause had been lifted, and so the cost control element of the 2016 valuations could be completed. The Government has set out that the costs of remedy of the discrimination will be included in this process. HMT valuation directions will set out the technical detail of how the costs of remedy will be included in the valuation process. The Government has also confirmed that the Government Actuary is reviewing the cost control mechanism (as was originally announced in 2018). The review will assess whether the cost control mechanism is working in line with original government objectives and reported to Government in April 2021. The findings of this review will not impact the 2016 valuations, with the aim for any changes to the cost cap mechanism to be made in time for the completion of the 2020 actuarial valuations.

THERA TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2021

22 Pension schemes (continued)

Defined contribution schemes

The Pensions Trust Ethical Fund

A number of companies in the Group participate in The Pensions Trust Ethical Fund which is a defined contribution scheme for the benefit of its employees. Contributions payable to the scheme amounted to £704,613 (2020 - £659,804). The amount outstanding in respect of the Fund at the year end was £3,512 (2020 - £5,783).

NEST pension scheme

Equal Futures and Aspire Living Limited participate in the government's NEST pension scheme which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £99,038 (2020 - £85,716). The amount outstanding in respect of this scheme at the year-end was £Nil (2020 - £15,564).

Clerical Medical pension scheme

Aspire Living Limited participates in the Clerical Medical Pension Scheme which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £10,432 (2020 - £11,650). The amount outstanding in respect of this scheme at the year-end was £Nil (2020- £1,611).

Social Housing Pension Scheme - defined contribution

Aspire Living Limited participates in The Pension's Trust Social Housing Pension Scheme (TPT SHPS) which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £25,257 (2020 - £26,537). The amount outstanding in respect of this Scheme at the year-end was £Nil (2020 - £4,997).

Tera Trust participates in the Social Housing Pension Scheme (DB/DC hybrid). The Scheme is funded and was contracted-out of the State Pension scheme. However, from 1 April, 2013, Tera Trust adopted the defined contribution structure of the scheme, it previously having operated under a defined benefit structure.

During the accounting period Tera Trust paid total contributions of £285,567 (2020 - £278,748) which included £135,340 (2020 - £136,656) of past service deficit contributions. At the year end, £505 (2020 - £334) was outstanding in respect of the Scheme.

As at the balance sheet date there were 145 (2020 - 115) active members of the Scheme employed by Tera Trust.

Tera Trust participates in the Social Housing Pension Scheme (the Scheme), a multi-employer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK.

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

The last triennial valuation of the scheme for funding purposes was carried out as at 30 September 2017. This valuation revealed a deficit of £1,522m. A Recovery Plan has been put in place with the aim of removing this deficit by 30 September 2026. The Scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme.

Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

For financial years ending on or before 28 February 2019, it has not been possible for the company to obtain sufficient information to enable it to account for the Scheme as a defined benefit scheme, therefore the company has accounted for the Scheme as a defined contribution scheme.

For financial years ending on or after 31 March 2019, it is possible to obtain sufficient information to enable the company to account for the Scheme as a defined benefit scheme. For accounting purposes, two actuarial valuations for the scheme were carried out with effective dates of 31 March 2018 and 30 September 2017. The liability figure from the September 2017 valuation has been rolled backwards to the relevant accounting date of 1 April 2017. The actuarial valuations at both dates are used in conjunction with the company's fair share of the Scheme's total assets to calculate the company's net deficit or surplus at the accounting period start and end dates.

The accounting guidance provided by the relevant regulatory bodies involved in this change proposed that the impact of moving from defined contribution accounting to defined benefit accounting should be shown within the current financial year. However, Tera Trust have decided to carry out a prior year adjustment with the date of transition being 1 April 2017, using estimated figures where these are not available from the Scheme itself. In particular, this is intended to illustrate the material impact on Tera's net liabilities of employee withdrawals from the Scheme during the transition period.

Following consultation between the Pension Trustees and Employers, a new recovery plan to recover the overall scheme deficit has been agreed. This is based on a full share of liabilities approach. This is effective from 1 April, 2019.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

22 Pension schemes (continued)

Social Housing Pension Scheme - defined benefit

The number of members of the scheme are set out below.

The data as at 31 March 2021 and 31 March 2020 has been calculated using a modeller provided by The Pensions Trust. Certain key assumptions, such as projected earnings increases have been set within this modeller to bring them into line with the expectations of the organisation. These are set out below

Number of active members in the scheme

	2021 No.	2020 No.
Active	3	3
Deferred	32	33
Pensioners	8	9

Financial assumptions

	2021 % pa	2020 % pa
Rate of discount	2.51	2.65
Price inflation (RPI)	3.54	2.85
Price inflation (CPI)	3.17	1.85
Earnings increases	3.17	2.85
Allowance for commutation of pension for cash at retirement	75%	75%

Other material assumptions

	years	years
Life expectancies in retirement:		
Male currently aged 65	22.90	21.50
Female currently aged 65	25.10	23.30
Male currently aged 45	21.60	22.90
Female currently aged 45	23.50	24.50

Present Values of Defined Benefit Obligation, Fair Value of Assets and Defined Benefit Asset / (Liability)

	2021 £'000	2020 £'000
Fair value of plan assets	2,900	2,511
Present value of defined benefit obligation	(3,714)	(2,894)
Surplus / (deficit) in plan	(814)	(383)
Defined benefit asset /(liability) to be recognised	(814)	(383)
Net defined benefit / (liability) to be recognised	(814)	(383)

Reconciliation of Opening and Closing Balances of the Fair Value of Plan Assets

	2021 £'000	2020 £'000
Opening fair value of employer assets	2,511	2,404
Interest income	68	65
Experience on plan assets	196	(44)
Contributions by the employer	141	137
Benefits paid and expenses	(16)	(51)
Closing fair value of employer assets	2,900	2,511

Reconciliation of Opening and Closing Balances of Defined Benefit Obligation

	2021 £'000	2020 £'000
Opening defined benefit obligation	2,894	3,093
Expenses	5	5
Interest cost	76	82
Actuarial losses / (gains)	755	(235)
Benefits paid and expenses	(16)	(51)
Closing defined benefit obligation	3,714	2,894

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

22 Pension schemes (continued)

Defined Benefit Costs Recognised in the Statement of Financial Activities (SOFA)

	2021 £'000	2020 £'000
Expenses	5	5
Net interest expense	8	17
Defined benefit costs recognised in the SOFA	<u>13</u>	<u>22</u>
Actual return on employer assets	<u>(43)</u>	<u>(308)</u>

Fair value of employer assets

	2021 £'000	2020 £'000
Global Equity	462	367
Absolute Return	160	131
Distressed Opportunities	84	48
Credit Relative Value	91	69
Alternative Risk Premia	109	176
Fund of Hedge Funds	-	1
Emerging Markets Debt	117	76
Risk Sharing	106	85
Insurance-Linked Securities	70	77
Property	60	55
Infrastructure	193	187
Private Debt	69	51
Opportunistic Illiquid Credit	74	61
High Yield	87	
Opportunistic Credit	79	
Corporate Bond Fund	171	143
Liquid Credit	35	1
Long Lease Property	57	43
Secured income	121	95
Liability Drive Investment	737	834
Net Current Assets	18	11
	<u>2,900</u>	<u>2,511</u>

FRS102 pension liability reconciliation 2021

	Assets £'000	Liabilities £'000	Total £'000
Brought forward	2,511	(2,894)	(383)
Actuarial gains/(losses)	-	(755)	(755)
Expenses	-	(5)	(5)
Experience on Plan Assets	196	-	196
Interest	68	(76)	(8)
Contributions in - e'er	141	-	141
Benefits out	(16)	16	-
At year end	2,900	(3,714)	(814)
Net change in scheme surplus/(deficit)			(431)
Net current service cost / expense in SoFA			(13)

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

22 Pension schemes (continued)

FRS102 pension liability reconciliation 2020

	Assets £'000	Liabilities £'000	Total £'000
Brought forward	2,404	(3,093)	(689)
Actuarial gains/(losses)	-	235	235
Expenses	-	(5)	(5)
Experience on Plan Assets	(44)	-	(44)
Interest	65	(82)	(17)
Contributions in - e'ee (participants)	-	-	-
Contributions in - e'er	137	-	137
Benefits out	(51)	51	-
At year end	2,511	(2,894)	(383)
Net change in scheme surplus/(deficit)			306
Net current service cost / expense in SoFA			(22)

The Pensions Trust Growth Plan

Forward Living used to participate in The Pensions Trust Growth Plan (the Plan). The Plan is funded and is not contracted-out of the State Scheme. The Plan is a multi-employer pension plan. Contributions payable during the period amounted to £Nil (2020 - £Nil).

On 22 February, 2010, a transfer of contracts and all employees was made from Forward Living, a charitable company limited by guarantee which has since been struck off the register of companies, to a fellow subsidiary of the Thera Group, Thera South West, at which date Forward Living ceased to participate in the Plan. The parent charity, Thera Trust, acts as a guarantor of a floating liability amounting to £86,569 which would crystallise should the Plan at some time in the future be wound up or an event occurs as a result of which there are no remaining employers participating in the Plan.

AEGON Group Personal Pension Scheme

The Camden Society participates in a Group Personal Pension scheme administered by AEGON, which is a defined contribution scheme for the benefit of its employees. Contributions to the scheme during the year amounted to £3,345 (2020 - £4,929). As at the balance sheet date there was 1 active members of the Scheme employed by the Society (2020 - 2). The scheme was closed to new members from 29 April, 2014. The amount outstanding in respect of this Scheme at the year-end was £Nil (2020 - £Nil).

The Pensions Trust Flexible Retirement Plan

Ansar Projects began participating on the The Pensions Trust Flexible Retirement Plan on the 1st April 2019 with contributions to the scheme during the period amounted to £Nil (2020: 18,948). The members of this scheme were transferred to The People's Pension Fund as of 1st January 2020. At the balance sheet date there were nil (2020 - nil) active members of the scheme. The amount outstanding in respect of this Scheme at the year-end was £Nil (2020 - £Nil).

The People's Pension Scheme

The Camden Society, The Camden Society (London), Unity Works Social Enterprises, Ansar Projects and Thera East Midlands participate in The People's Pension Fund, which is a defined contribution scheme for the benefit of its employees. Contributions payable during the period amount to £198,649 (2020 - £171,562). The amount outstanding in respect of this Scheme at the year-end was £Nil (2020 - £Nil). At the balance sheet date there were 399 active members of the scheme employed by the society (2020 - 429).

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

23a Analysis of group net assets between funds (current year)

	General unrestricted £	Revaluation reserve £	Designated funds £	Restricted funds £	Total funds £
Intangible fixed assets	-	-	-	-	-
Tangible fixed assets	2,046,271	530,776	-	-	2,577,047
Investment properties owned	6,020,709	(478,891)	-	-	5,541,818
Investment properties leased	2,816,804	912,588	-	-	3,729,392
Investments	72,868	-	-	-	72,868
Net current assets	11,926,888	-	39,729	384,619	12,351,236
Long term liabilities	(10,618,146)	-	-	-	(10,618,146)
Defined benefit pension scheme liability	(1,639,271)	-	-	-	(1,639,271)
Net assets at 31 March 2021	10,626,123	964,473	39,729	384,619	12,014,944

23b Analysis of restated group net assets between funds (prior year)

	General unrestricted £	Revaluation reserve £	Designated funds £	Restricted funds £	Total funds £
Intangible fixed assets	368,321	-	-	-	368,321
Tangible fixed assets	2,293,030	477,087	-	-	2,770,117
Investment properties owned	5,560,230	(37,173)	-	-	5,523,057
Investment properties leased	2,816,804	1,035,423	-	-	3,852,227
Investments	83,368	-	-	-	83,368
Net current assets	5,390,969	-	47,992	376,751	5,815,712
Long term liabilities	(5,950,639)	-	-	-	(5,950,639)
Defined benefit pension scheme liability	(870,791)	-	-	-	(870,791)
Net assets at 31 March 2020	9,691,292	1,475,337	47,992	376,751	11,591,372

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

24a Movements in funds (current year)

	At 1 April 2020 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2021 £
Restricted funds:					
Support for Ms TE	2,356	-	-	-	2,356
Loughborough sensory room and garden	418	-	-	-	418
Other property-specific projects	32,258	4,725	(6,128)	-	30,855
The Hollies fund	2,663	-	-	-	2,663
L and D generic training	8,744	-	(510)	-	8,234
Holiday support fund	977	-	(739)	-	238
Innovation Bursary Safe and Secure	(1,003)	-	-	1,003	-
Sawston Hydrotherapy Pool	2,912	-	(855)	-	2,057
Clacton Beach Hut	(149)	1,115	(615)	-	351
Gig buddies	10,198	48,319	(84,350)	25,833	-
TEN project	5,623	-	-	-	5,623
Building Bridges	9,663	-	(158)	-	9,505
Allsorts	459	40	-	-	499
Grantham	54	-	-	-	54
Scottish NVQ	44,636	-	(7,764)	-	36,872
Happy Snapper	80	-	-	-	80
Apprenticeship levy - Government Grant	11,958	26,101	(26,036)	-	12,023
Innovate & Cultivate	19,668	-	(6,690)	-	12,978
Riverside Project	445	650	(445)	-	650
Legacies	-	5,000	-	-	5,000
Thera Connex	-	6,026	(3,427)	-	2,599
Total restricted funds	151,960	91,976	(137,717)	26,836	133,055
Unrestricted funds:					
Designated development fund	32,992	-	(8,263)	-	24,729
Designated funds	32,992	-	(8,263)	-	24,729
Revaluation reserve	27,867	27,000	-	-	54,867
Pension reserve	(383,000)	-	(431,235)	-	(814,235)
General funds	8,125,451	12,431,952	(11,029,175)	(26,836)	9,501,392
General funds	7,742,451	12,431,952	(11,460,410)	(26,836)	8,687,157
Total unrestricted funds	7,803,310	12,458,952	(11,468,673)	(26,836)	8,766,753
Parent charity total funds as at 31 March 2021	7,955,270	12,550,928	(11,606,390)	-	8,899,808

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

24a Movements in funds (current year continued)

	At 1 April 2020 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2021 £
Charity total fund balance carried forward	7,955,270	12,550,928	(11,606,390)	-	8,899,808
Restricted funds:					
Equal Futures Memberships	850	-	-	-	850
Hugh Fraser	1,250	-	(1,250)	-	-
Kennyhill Bequest	4,754	4,000	(4,000)	-	4,754
Foundations Scotland	-	2,893	-	-	2,893
Foundations Scotland	-	4,441	-	-	4,441
Big Lottery Fund	60,465	-	(5,897)	-	54,568
The Big Lottery - Riverside Development Project	9,065	(9,065)	-	-	-
Riverside Development Project	24,550	(25,000)	450	-	-
Greenwich Work Train	30,712	145,000	(145,000)	-	30,712
Islington Pro-Work	998	-	-	-	998
Legacy donation	-	6,740	-	-	6,740
Donations	-	3,615	(1,338)	(1,898)	379
Deloitte	25,960	-	-	-	25,960
BGC JobsOhio	7,476	-	(1,661)	-	5,815
Great Escape	3,033	5,073	(283)	-	7,823
CIA Big Lottery	-	28,000	(28,000)	-	-
LB Havering Business Support Grants	-	20,241	(20,241)	-	-
LCRF Wave 1, Chelsea FC Foundation & MCC	-	88,091	(89,989)	1,898	-
ESFA	-	16,000	(16,000)	-	-
Young Camden & Camden SAF - Employment	-	5,933	(5,933)	-	-
LCRF Wave 2	-	29,035	(29,035)	-	-
Arsenal FC Foundation	-	1,000	(1,000)	-	-
Hampstead Wells & Campden Trust ESA	-	7,500	(2,847)	-	4,653
FSF Essex	-	11,613	(1,631)	-	9,982
Rank Foundation	-	25,000	(25,000)	-	-
The National Lottery Community Fund	-	46,479	(46,479)	-	-
Postcode Neighbourhood Trust Unity Pies	-	18,679	-	-	18,679
FSF Barnet	-	7,848	(3,656)	-	4,192
Markyes Close	55,678	-	(6,667)	-	49,011
Donations	-	14,181	(67)	-	14,114
Hfids Comm HCF Grant	-	5,000	-	-	5,000
Rural Media Charity	-	2,000	(2,000)	-	-
Neighbourly Community	-	400	(400)	-	-
The National Lottery Community Fund	-	26,660	(26,660)	-	-
Total restricted funds	224,791	491,357	(464,584)	-	251,564
Unrestricted funds:					
Designated funds:					
Agnes Hunter Trust	15,000	-	-	-	15,000
Total designated funds	15,000	-	-	-	15,000
Revaluation reserve	1,447,470	36,900	(564,553)	(10,211)	909,606
Pension reserve	(487,791)	-	(337,245)	-	(825,036)
General funds	2,436,632	66,177,418	(65,860,259)	10,211	2,764,002
General funds	1,948,841	66,177,418	(66,197,504)	10,211	1,938,966
Total unrestricted funds	3,411,311	66,214,318	(66,762,057)	-	2,863,572
Group total funds as at 31 March 2021	11,591,372	79,256,603	(78,833,031)	-	12,014,944

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

24a Movements in funds (current year continued)

	At 1 April 2020 £	Income and gains £	Expenditure and losses £	Transfers £	At 31 March 2021 £
Reconciled to:					
Unrestricted funds	9,691,292	78,609,370	(77,657,914)	(16,625)	10,626,123
Revaluation	1,475,337	63,900	(564,553)	(10,211)	964,473
Designation funds	47,992	-	(8,263)	-	39,729
Restricted funds	376,751	583,333	(602,301)	26,836	384,619
Group total funds as at 31 March 2021	11,591,372	79,256,603	(78,833,031)	-	12,014,944

The narrative to explain the purpose of each fund is given at the foot of the note below.

24b Movements in funds (prior year)

	Restated At 1 April 2019 £	Income and gains £	Expenditure and losses £	Transfers £	Restated At 31 March 2020 £
Restricted funds:					
Support for Ms TE	2,356	-	-	-	2,356
Loughborough sensory room and garden	777	-	(359)	-	418
Other property-specific projects	33,844	-	(1,586)	-	32,258
The Hollies fund	2,663	-	-	-	2,663
L and D generic training	8,914	-	(170)	-	8,744
Holiday support fund	977	-	-	-	977
Horse riding, Boston	35	-	(35)	-	-
Innovation Bursary Safe and Secure	(1,002)	-	(1)	-	(1,003)
Sawston Hydrotherapy Pool	1,766	3,250	(2,104)	-	2,912
Clacton Beach Hut	708	96	(953)	-	(149)
Gig buddies	14,038	55,789	(59,629)	-	10,198
TEN project	5,747	-	(124)	-	5,623
Building Bridges	8,004	35,248	(33,589)	-	9,663
Allsorts	353	106	-	-	459
Grantham	54	-	-	-	54
Scottish NVQ	45,278	-	(642)	-	44,636
Natwest Project (DOSH)	5,248	9,990	(15,238)	-	-
Happy Snapper	79	1	-	-	80
Apprenticeship levy - Government Grant	43,860	26,147	(58,049)	-	11,958
Innovate & Cultivate	-	41,946	(22,278)	-	19,668
Riverside Project	-	445	-	-	445
Total restricted funds	173,699	173,018	(194,757)	-	151,960
Unrestricted funds:					
Designated development fund	23,467	-	(475)	10,000	32,992
Designated funds	23,467	-	(475)	10,000	32,992
Revaluation reserve	27,867	-	-	-	27,867
Pension reserve	(689,000)	306,000	-	-	(383,000)
General funds	6,980,850	10,419,139	(9,264,538)	(10,000)	8,125,451
General funds	6,291,850	10,725,139	(9,264,538)	(10,000)	7,742,451
Total unrestricted funds	6,343,184	10,725,139	(9,265,013)	-	7,803,310
Parent charity total funds as at 31 March 2020	6,516,883	10,898,157	(9,459,770)	-	7,955,270

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

24b Movements in funds (prior year continued)

	Restated At 1 April 2019 £	Income and gains £	Expenditure and losses £	Transfers £	Restated At 31 March 2020 £
Charity total fund balance carried forward	6,516,883	10,898,157	(9,459,770)	-	7,955,270
Restricted funds:					
Dolphins Den	6	-	-	(6)	-
Scottish Government	-	22,500	(22,500)	-	-
Scottish Government (Pilot Project)	10,208	-	(10,208)	-	-
Tudor Trust	5,000	-	(5,000)	-	-
Kennyhill Bequest	4,020	4,000	(3,266)	-	4,754
Equal Futures Memberships	1,606	1,050	(1,558)	(248)	850
Corra Foundation	1,667	-	(1,667)	-	-
Stafford Trust	1,042	-	(1,042)	-	-
Hugh Fraser	-	5,000	(3,750)	-	1,250
Big Lottery Fund	35,411	115,573	(90,969)	-	60,015
The Big Lottery - Riverside Development Project	9,065	-	-	-	9,065
Riverside Development Project	-	25,000	-	-	25,000
John Lyons Pro-Work	(2,960)	-	-	2,960	-
Greenwich Work Train	34,746	145,000	(149,034)	-	30,712
Islington Pro-Work	998	-	-	-	998
Deloitte	-	26,000	(40)	-	25,960
BGC JobsOhio	-	7,476	-	-	7,476
Great Escape	-	3,033	-	-	3,033
Markyes Close	62,344	-	(6,666)	-	55,678
Building Better Opportunities	-	42,009	(42,009)	-	-
Total restricted funds	163,153	396,641	(337,709)	2,706	224,791
Unrestricted funds:					
Designated funds:					
Circle of Support	960	-	-	(960)	-
Baily Thomas	3,333	-	(3,333)	-	-
Agnes Hunter Trust	-	15,000	-	-	15,000
Total designated funds	4,293	15,000	(3,333)	(960)	15,000
Revaluation reserve	1,070,981	386,700	-	(10,211)	1,447,470
Pension reserve	(614,000)	126,209	-	-	(487,791)
General funds	3,518,997	61,970,621	(63,061,451)	8,465	2,436,632
	2,904,997	62,096,830	(63,061,451)	8,465	1,948,841
Total unrestricted funds	3,980,271	62,498,530	(63,064,784)	(2,706)	3,411,311
Group total funds as at 31 March 2020	10,660,307	73,793,328	(72,862,263)	-	11,591,372
Reconciled to:					
Unrestricted funds	9,196,847	72,821,969	(72,325,989)	(1,535)	9,691,292
Revaluation	1,098,848	386,700	-	(10,211)	1,475,337
Designation funds	27,760	15,000	(3,808)	9,040	47,992
Restricted funds	336,852	569,659	(532,466)	2,706	376,751
Total funds	10,660,307	73,793,328	(72,862,263)	-	11,591,372

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

24 Movements in funds (continued)

Purposes of restricted funds

Support for Ms TE

Amount donated to provide support to Ms TE.

Loughborough sensory room and garden

NHS and other charitable funds to pay for the fit-out and equipping of a sensory room and a sensory garden project.

Other property-specific projects

Various other property-specific projects undertaken.

The Hollies fund

This fund arises from a legacy received which is to be used for the benefit of the service users living in The Hollies and for The Hollies itself.

L and D generic training

Funding for staff training to enable staff to give better quality support.

Holiday support fund

Amount donated to cover additional holiday support costs for people supported by Thera.

Innovation Bursary Safe and Secure

Innovation bursary received from Leicester County Council to provide Safe and Secure workshops.

Sawston Hydrotherapy Pool

Local fundraising to purchase a hydrotherapy pool for a house in Cambridgeshire.

Clacton Beach Hut

Local fundraising to purchase a beach hut in Essex.

Gig Buddies

Funding from Midlothian Council to support people to attend music gigs and functions.

TEN Project

Funding from the Scottish Government to a collaboration between three organisations to provide formal support with informal networks.

Building Bridges



Dolphins' Den is part of Building Bridges. Building Bridges is a partnership of organisations, led by Community First, that has come together to deliver the Building Better Opportunities Programme across Swindon and Wiltshire.

The project has received up to £6.4M of funding from the European Social Fund and The National Lottery Community Fund as part of the 2014-2020 European Structural and Investment Funds Growth Programme in England. The Department for Work and Pensions is the Managing Authority for the England European Social Fund programme. Established by the European Union, the European Social Fund helps local areas stimulate their economic development by investing in projects which will support skills development, employment and job creation, social inclusion and local community regenerations. For more information visit <https://www.gov.uk/european-growth-funding>.

Allsorts

Funding from Bingham Town Council for activities for people supported in Bingham, Nottinghamshire.

Grantham

Local fundraising.

Scottish Vocational Qualifications

The Scottish Government Voluntary Sector Development Fund for staff training.

Happy Snapper

Local fundraising to subsidise the costs of a photography group.

Apprenticeship levy - Government Grant

The Apprenticeship Levy Top Up is grant funding provided by HMRC as part of the Apprenticeship Levy scheme.

Innovate & Cultivate

Funding has been received through the Cambridgeshire County Council Innovate and Cultivate fund. The money will enable the My Way project to support more people with a learning disability into employment.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

24 Movements in funds (continued)

Purposes of restricted funds (continued)

Legacies

Restricted to the TEA, for the benefit of the people we support, to help to pay for days out activities.

Thera Connex

To support people with a learning disability and keep them connected during Covid-19 and beyond.

Memberships

Lifetime membership fees pay directly for hours worked by a facilitator to build a Circle of Support around a relative with a disability.

Hugh Fraser Foundation

This is allocated specifically to the Glasgow project for salaries and expenditure.

Kennyhill Bequest

This is allocated specifically to the Glasgow project and is for autism training.

Foundations Scotland

In late spring 2021, we aim to deliver two new youth services for 16-18 year olds with additional support needs and their families to support them with the transition from school to further education, training or employment. One will be in Glasgow, the other in Ayrshire.

Foundations Scotland

To enable Equal Futures to recruit 16 new volunteers, revamp their Volunteer Training and deliver it to their volunteer cohort in meaningful, relevant and pandemic-aware circumstances, to better help them support Equal Futures' service users, all of whom have learning disabilities.

The National Lottery Community Fund

Employment Programme to support people with a learning disability become less isolated, improving their communication and social skills and develop new friendships. Improve their health and wellbeing.



Riverside Development Project

Successful fundraising had previously been agreed to invest in the development of the building. The aim of the project was to redesign the way The Riverside is used. Due to the project no longer going ahead, the funds raised are now to be returned to the donors.

Greenwich Work Train

Employment programme that support people with a learning disability, autism and mental health issues to be work ready and move into employment. This service also develops supported volunteering opportunities for vulnerable adults.

Islington Pro-Work

Pro Work is based in City of Westminster College and aims to ensure that students attending employability courses for people with a learning disability will have a clear pathway to employment on graduation. It will work with 35 students per year from April 2016 for 3 years.

Legacy donation

Monies to be spent in or towards the purchase of a caravan or towards any other project which may benefit the clients of West Oxfordshire Supported Living Scheme.

Donations

Various donations including funds to support the homeless meals project and other temporary measures in Café Victoria.

Deloitte

Create an online portal giving students and job seekers access to a Virtual Learning Environment and Case Management System enabling people to independently access their details, CV, job search.

BGC Jobs Ohio

To purchase a coffee cart and sell coffee, thereby creating further employment of people with a learning disability.

Great Escape

Annual break for a week of activities designed to build skills and confidence for the people we support.

CIA Big Lottery

For delivery of a Health & Wellbeing project.

LB Havering Business Support Grants

Grant to support Jacksons Café during 2020.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

24 Movements in funds (continued)

Purposes of restricted funds (continued)

LCRF Wave 1, Chelsea FC Foundation & MCC Foundation

Supporting the homeless meals project and other temporary measures in Café Victoria.

ESFA

For delivery of an employment project.

Young Camden & Camden SAF - Employment Project

For delivery of a Health & Wellbeing project.

LCRF Wave 2

To cover the costs of staff to deliver online accreditation and employment support and tablets and dongles to be granted to 20 people supported by Unity Works to help them to get online.

Arsenal FC Foundation

Grant to support the business during 2020.

Hampstead Wells & Camden Trust ESA

To cover the costs of a part time Employment Support Advisor to work with people from the trust's area of benefit in Camden.

FSF Essex

For delivery of an employment project.

Rank Foundation

Grant to support delivery and management costs.

The National Lottery Community Fund

To support continued delivery of employment projects including online sessions.



In partnership with

THE NATIONAL LOTTERY
COMMUNITY FUND

Postcode Neighbourhood Trust Unity Pies

To develop new SE Café business stream.

FSF Barnet

For delivery of an employment project.

Markyes Development

Funds given to Aspire Living Ltd to enable the development of Markyes Close residential home from 2 individual bungalows into one home. This was done to aid and benefit the residents of Markyes Close.

Donations

Various local donations for the welfare of the People we support, by providing day trips out, Youth Club annual holiday club and for projects and to cover funeral costs.

Hfds Comm HCF Grant

Funds give to provide support, such as tablets, so that Aspire Living Ltd can continue to provide activities for people we support in the safety of their own homes.

Rural Media Charity

To fund the "my Place" Project including filming and editing.

Neighbourly Community

To support local causes already within the Neighbourly community that will be most affected by the impacts of COVID-19 in the coming months, to be used specifically for Meals on Wheels.

The National Lottery Community Fund

To cover the costs of establishing online services, online session content and delivery, IT equipment and craft boxes to keep people engaged over lockdown.



In partnership with

THE NATIONAL LOTTERY
COMMUNITY FUND

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

24 Movements in funds (continued)

Purposes of restricted funds (continued)

Prior Year

Horse riding, Boston

Amount donated to cover horse riding costs for an individual within Thera East Midlands.

Natwest Project (DOSH)

Money & life skills workshops for young people with a learning disability looking to move to their own home, get a job or move to the next stage of their lives.

Scottish Government

The Scottish Government funding is in respect of core funding and grants are applied for on an annual basis.

Scottish Government (Pilot Project)

The Scottish Government grant is for the Volunteer Community Connectors project.

Tudor Trust

This grant from the Tudor Trust is for developing circles of support for young people with autism in partnership with a carers centre in Glasgow.

Corra Foundation

This is allocated specifically towards the core costs of a project with East End Carers Hub in Shettleston supporting carers of young people with autism.

Stafford Trust

This is allocated specifically to the Glasgow project for salaries and expenditure.

John Lyon's Pro-Work

Pro Work is based in City of Westminster College and aims to ensure that students attending employability courses for people with a learning disability will have a clear pathway to employment on graduation. It will work with 35 students per year from April 2016 for 3 years.

Building Better Opportunities

Building Better Opportunities Herefordshire is funded by The National Lottery Community Fund and European Social Fund, funding supports projects in England that tackle poverty and promote social inclusion. Aspire are funded as a partnership through Landau to tackle unemployment and economic inactivity in over 19s. Our project supports adults with a learning disability to access training and progress towards employment, paid or voluntary.

Purposes of designated funds

Agnes Hunter

This fund has been granted for the project Social Inclusion for people with Learning Disabilities to assist people with learning disabilities to reduce loneliness and social isolation through befriending and 'Circle' building.

Kennyhill Bequest

This is funding towards core costs for Equal Futures, but is designated for provision in Glasgow.

Prior Year

Circle of Support Fund

This is a fund which was generated by a volunteer who ran a marathon in the course of the year and donated the proceedings.

BailyThomas

This fund is to be used for core costs associated with Circles of Friendship and Support.

25 Reconciliation of net income to net cash flow from operating activities

	2021	2020
	£	£
Net income for the reporting period	1,288,572	566,629
(as per the statement of financial activities)		
Depreciation charges and impairment	439,819	397,752
Gain on disposal of investment property	(545,105)	-
Loss / (Surplus) on disposal of fixed assets	24,880	(3,050)
Surplus on disposal of investments	(505)	(3,750)
Unrealised (Gains) losses on investment properties	564,553	(386,700)
Unrealised (Gains)/losses on fixed assets	(63,900)	-
Interest receivable	(8,765)	(26,345)
Interest payable	560,587	450,231
Amortisation of intangible fixed assets	368,321	61,387
Decrease / (increase) in stocks	2,455	(5,515)
Decrease / (increase) in debtors	651,822	(464,278)
Increase / (decrease) in creditors	1,250,354	(133,838)
Net change in the defined benefit pension liability	(96,520)	(67,773)
Net cash provided by operating activities	4,436,568	384,750

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

26 Changes in net debt	At 1 April 2020 £	Cash flows £	Other changes £	At 31 March 2021 £
Cash at bank and in hand	1,090,666	6,653,277	-	7,743,943
Total cash and cash equivalents	1,090,666	6,653,277	-	7,743,943
Bank loans due within one year	(135,895)	(9,730)	-	(145,625)
Bank loans due beyond one year	(971,379)	155,372	-	(816,007)
Other loans due within one year	(1,985,502)	1,985,502	-	-
Other loans due beyond one year	(4,860,062)	(4,873,749)	-	(9,733,811)
Finance leases due under one year	(56,193)	5,105	-	(51,088)
Finance leases due beyond one year	(119,198)	50,870	-	(68,328)
Changes in net debt	(8,128,229)	(2,686,630)	-	(10,814,859)
Total	(7,037,563)	3,966,647	-	(3,070,916)

27 Operating lease commitments - payable as a lessee

Group

The group's total future minimum lease payments payable under non-cancellable operating leases is as follows for each of the following periods:

	Property 2021 £	2020 £	Equipment 2021 £	2020 £
Less than one year	1,544,613	1,420,895	297,419	311,730
One to five years	5,880,949	5,606,020	333,346	537,357
Over five years	13,900,488	14,110,244	-	-
	21,326,050	21,137,159	630,764	849,087

Charity

The charity's total future minimum lease payments payable under non-cancellable operating leases is as follows for each of the following periods:

	Property 2021 £	2020 £	Equipment 2021 £	2020 £
Less than one year	58,861	58,861	271,584	294,721
One to five years	213,077	235,444	279,927	499,301
Over five years	-	36,494	-	-
	271,938	330,799	551,511	794,022

28 Operating lease commitments - receivable as a lessor

Group

The group's total future minimum lease payments receivable under non-cancellable operating leases is as follows for each of the following periods:

	Property 2021 £	2020 £
Less than one year	1,338,821	1,251,827
One to five years	5,183,265	4,563,352
Over five years	13,548,902	13,285,808
	20,070,988	19,100,987

THERA TRUST
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2021

28 Operating lease commitments - receivable as a lessor

Charity

There is no rent receivable in the Charity.

29 Contingent liabilities

In 1977 The Camden Society received a grant from the London Borough of Camden towards the purchase of property in Brightlingsea, Essex. Under the grant agreement, should the property be disposed of and the proceeds not be reinvested in an alternative property for the aims of the charity, then the London Borough of Camden have the right to request a proportion of the sale proceeds.

On 19th March, 2021, the Supreme Court ruled on a case involving another employer in relation national minimum wage regulations and sleep-ins. Thera has previously recorded an unquantifiable contingent liability dependent upon the outcome of that case. The Supreme Court ruling means that Thera's current contractual and policy framework continues to comply with all relevant regulations and no contingent liability is now expected.

30 Post balance sheet events

From 1st April, 2021, Thera South Midlands no longer manages any contracts, sub-contracted for delivery to the Camden Society. Therefore, it is intended that any remaining assets or liabilities will be transferred to the Camden Society, or written off if appropriate, and Thera South Midlands will become dormant.

Following the collection of outstanding debtors and settlement of outstanding creditors, Folegandros will make an application for the company to be struck off the register of companies.

The Quality Company changed its name to Kimolos Limited on 3rd June 2020. Once outstanding debts of the Kimolos (formerly The Quality Company) have been collected and creditors settled, it is the intention of the directors for any remaining assets to be transferred to a new company named The Quality Company (formerly Kimolos Limited) and to apply for the company to be struck off the register of companies.

31 Legal status of the charity

The charity and its subsidiaries are companies limited by guarantee and have no share capital (with the exception of Kimolos (formerly The Quality Company Limited) which has 1 Ordinary Share of 1 pence and Folegandros Limited which has 2 Ordinary Shares of £1 each). The liability of each member in the event of winding up is limited to £1.

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

32 Prior year restatement

Restatement of prior year Nottinghamshire County Council Local Government Pension Scheme- Group

The following restatement is in respect of Thera East Midlands.

Following the TUPE of staff in 2018, it has been necessary to introduce the liability for the local government pension scheme, this involves the restatement of the opening reserves position, as at 1 April 2019, along with the introduction of transactions related to the pension scheme during 2020;

The opening reserves were restated from £nil to a deficit of £614,000. During 2020 a net surplus in the scheme of £126,209 was recognised, reducing the balance sheet deficit at the year end, 31 March 2020 to £487,791. A pension liability of £487,791 is now included in the balance sheet within creditors due after more than one year.

Reserves position	Unrestricted £	Restricted 31-Mar-20 £	Total £	Unrestricted £	Restricted 01-Apr-19 £	Total £
Funds previously reported	-	-	-	-	-	-
Net impact of funds restatement	(614,000)	-	(614,000)			
Restated opening funds	(614,000)	-	(614,000)			
Adjustments on restatement						
Actuarial pension scheme liability for the Nottinghamshire LGPS		-	-	(614,000)	-	(614,000)
Funds restated	(614,000)	-	(614,000)	(614,000)	-	(614,000)

THERA TRUST

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2021

32 Prior year restatement (continued)

Restatement of prior year Nottinghamshire County Council Local Government Pension Scheme - Group (continued)

Reserves position	Unrestricted £	Restricted 31-Mar-21 £	Total £
Funds previously reported	-	-	-
Net impact of funds restatement	(487,791)	-	(487,791)
Restated opening funds	(487,791)	-	(487,791)
Adjustments on restatement			
Actuarial pension scheme liability for the Nottinghamshire LGPS		-	-
Funds restated	(487,791)	-	(487,791)

	Unrestricted £	Restricted 31-Mar-21 £	Total £	Unrestricted £	Restricted 31-Mar-20 £	Total £
Impact on income and expenditure						
Net income / (expenditure) as previously reported	520,075	-	520,075	490,711	-	490,711
Adjustments on restatement						
Recognise current year service cost***	-	-	-	(66,000)	-	(66,000)
Remove employer contributions***	-	-	-	17,209	-	17,209
Adjust for actuarial movements***	-	-	-	175,000	-	175,000
Net income / (expenditure) as restated	520,075	-	520,075	616,920	-	616,920

*** already included in £520,075 in Y/e 31.3.21