DISABILITY CHALLENGERS

England & Wales · Charity number 1095134

Details

Other names	CHALLENGERS
Status	Registered
Legal form	Charitable company
Company number	04300724
Registered	2002-12-19
Register	View on the Charity Commission register

Contact

Address	Challengers Playcentre Stoke Park London Road Guildford GU1 1TU
Phone	01483579390
Email	finance@disability-challengers.org
Website	www.disability-challengers.org

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Activities

Objects: TO PROVIDE FACILITIES IN THE SOUTH EAST OF ENGLAND THROUGH RECREATION, ARTISTIC, SPORTING AND CULTURAL ACTIVITIES AND OTHER FOR THE LEISURE TIME OCCUPATION OF DISABLED CHILDREN AND YOUNG ADULTS INCLUDING THOSE CHILDREN AND YOUNG ADULTS WITH A PHYSICAL AND/OR LEARNING DISABILITY, BEING FACILITIES OF WHICH SUCH CHILDREN AND YOUNG ADULTS MAY HAVE NEED BY REASON OF THEIR YOUTH, SOCIAL AND ECONOMIC CIRCUMSTANCES AND THEIR DISABILITIES, BY1. PROVIDING TRULY INCLUSIVE, FUN AND SAFE PLACES WHERE ALL DISABLED CHILDREN AND YOUNG PEOPLE AGED UP TO 25 YEARS CAN SPEND TIME WITH THEIR FRIENDS2. PROVIDING A POSITIVE IMPACT FOR FAMILIES AND THE WIDER COMMUNITY ALONGSIDE SERVICE DELIVERY ACROSS SOUTH EAST ENGLAND3. TO NEVER EXCLUDE A CHILD OR YOUNG PERSON AND ENSURING SERVICES ARE DESIGNED TO MEET THE NEEDS AND DESIRES OF CHILDREN AND YOUNG PEOPLE4. DELIVERING HIGH QUALITY TRAINING AND EMPLOYMENT AND VOLUNTEERING OPPORTUNITIES THAT ARE DEVELOPED TO ENHANCE THE WELLBEING OF DISABLED CHILDREN AND YOUNG PEOPLE5. LEADING BY EXAMPLE AND BE A CHAMPION FOR INCLUSION THROUGH THE OFFER OF PARTICIPATION, TRAINING, INFORMATION AND GUIDANCE SO THAT OTHERS CAN DO THE SAME6. PROVIDING OTHER SERVICES THAT ENABLE THE CHARITY TO DELIVER SUPPORT TO YOUNG PEOPLE AND CONTRIBUTE TOWARDS ACHIEVING THE VISION OF A WORLD WHERE ALL DISABLED CHILDREN AND YOUNG PEOPLE CAN PLAY TOGETHER FREELY.

Activities: Challengers provides play & leisure opportunities for disabled children and young people between the ages of 2 & 18 years old. Our schemes give children & young people a space of their own to have fun, meet friends and challenge their impairments through play.Challengers operate a non-exclusion policy which means that any child can attend Challengers regardless of the severity of their impairment.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Disability, Recreation
- **Who:** Children/young People, People With Disabilities

Geography

- **Area of benefit:** GUILDFORD.
- Hampshire
- Kingston Upon Thames
- Richmond Upon Thames
- Surrey
- West Sussex

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Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£3,231,646	£3,262,500	£3,924,816	199
2024-03-31	£2,879,502	£2,829,219	£3,955,670	0
2023-03-31	£2,645,008	£2,609,092	£3,905,387	181
2022-03-31	£2,855,138	£2,916,095	£3,869,469	191
2020-12-31	£2,912,456	£2,823,023	£3,930,427	352

Trustees

Name	Role	Appointed
Alison Stenlake		2021-11-01
Ashley Francis Rees Carter		2025-12-03
Bernard McAlister		2021-05-24
Danae Salwan		2024-01-18
David Beresford Stam		2025-12-03
Holly Rebecca Goodwin		2025-12-03
Jake Hatt		2022-11-16
Russell Stuart Harvey		2023-03-29
Ruth Stephanie Milton		2025-12-03

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DISABILITY CHALLENGERS

England & Wales - Charity number 1095134

Accounts

Challengers

Annual Report
April 2024 – March 2025

Disability Challengers | Company No: 4300724 | Registered Charity No: 1095134

CEO Report

I am pleased to share Challengers' Annual Report and Accounts for 2024-25. A year in which our commitment to transforming lives through the power of play, and since taking up my position as Chief Executive Officer in 2022, has never felt more vital. Last September we launched our new 5-year strategy and as we enter the second year of Strategy 2024-2029, we have made strong progress in expanding our reach and strengthening the foundations on which our future work will depend.

At the heart of all that we do is our belief that play is not optional — it is fundamental, and our non-exclusion policy ensures that every child belongs. For over 45 years, Challengers has provided a range of fully inclusive play, leisure and early educational opportunities for disabled children and young people, aged 2-18, across Surrey, Hampshire, West Sussex and Greater London. Services include Pre-school and Play and Youth Schemes, our expanded 555 Service delivering urgent support to disabled young people aged 5-18 who are out of education, and The Hub, offering holistic support for families of disabled children. Services that have delivered thousands of hours of safe, joyful, inclusive play, connection, and support. We know that social isolation among disabled children and their families remains a serious concern: one that goes beyond physical spaces. Our work to support parent carers through mental health initiatives, to help families navigate systems, to offer free advice, workshops and family events has begun to shift the balance.

I owe deep thanks to our staff, volunteers, trustees, funders and every supporter. Your passion, kindness and belief in what Challengers stands for are the reason we can make real change. Together, as we look ahead, we will continue to challenge barriers, push for inclusion, and ensure that every disabled child or young person we serve has opportunities not just to be seen, but to belong, to grow, and to enjoy childhood fully. Thank you for being part of this journey.

Gennie Dearman,
Chief Executive Officer of Challengers

Chair Report

The 2024-2025 financial year at Challengers has been as inspiring and remarkable as the last, and I want to take a moment to reflect on the incredible journey we have had at Challengers.

Against a backdrop of continuing financial constraints, with pressure on funding and fundraising amid an increased demand on our services, we launched our new 5-year strategy. An ambitious roadmap to grow our reach and the support we provide by 25%, but against which, already within our first year, we have made in-roads into achieving the bold targets set-out within.

The Board of Trustees supports the strategic ambitions set out in Challengers' Strategy 2024-2029 and its role is to ensure that the charity is clear on its direction of travel within the strategy. It is the role of the Trustees to bring our external experience and insight into the organisation to help and shape the progress of that strategy. Our collective knowledge and experience enable us to scrutinise, challenge, and offer advice to the Senior Leadership Team. Serving as Chair of the Trustee Board continues to be a privilege, and as I bear witness to the highly committed dedication of Team Orange, I could not be prouder.

On behalf of myself and my fellow Trustees, I would like to thank Gennie Dearman and the Senior Leadership Team for their leadership, and despite the challenges have steered Team Orange with strength and purpose. Your unwavering commitment and resilience in the face of financial pressures and growing demand for our services has been nothing short of inspiring.

My thanks also to every member of Team Orange – you all continue to amaze me with your dedication, creativity, determination and deep passion for the children and families we support. I am immensely proud of the progress we have made and look forward to the year ahead, to achieving more strategic milestones and making a difference, together.

Russell Harvey,
Chair of Challengers Trustee Board

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 17 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. This Trustees' annual report includes a directors' report as required by company law.

About Challengers

It's been 46 years since Challengers started providing support for disabled children, young people and their families. Back in the 1970s there was very little on offer for disabled children. They were isolated, excluded and had nowhere to go to socialise and have fun. Thanks to our founders Colin Hassell and Dr Helen Foley MBE, Challengers was built in 1979 to change that. Last September we launched our new 5-year strategy. It comes at a pivotal moment – because while celebrating our heritage is important – the need for our work has never been greater.

Our vision

A world where all children and young people can play together freely.

Our mission

To transform the lives of disabled children, young people and their families through the power of play.

Our approach

The Challengers Approach is a set of five values which define our organisation, guiding our actions and decisions, and shaping our culture.

Strategy

We are now one year into our new 5-year strategy, with foundations firmly in place. Over the past twelve months our sessions at our Play and Youth centres have grown, re-opening a second site in Guildford; through The Hub we have connected with over 270 families who don't access our short breaks service, making sure they're not left out of our community; piloted Stay and Play sessions, providing after school fun for the whole family; launched 555 Guildford, a new provision for children as young as five without a school place, successfully amplifying the voices of families in crisis with BBC coverage; and held our first annual family festival, Orange Aid.

This progress matters because demand continues to rise. Social isolation is widespread with approximately 70% of disabled young people experiencing chronic loneliness; families are being excluded from settings, simply because of the complexity of their child's needs; and as much as 79% of families feel they're not getting the right support.

Our strategy sets ambitious yet essential goals to grow our reach and the support we provide by 25%. Providing more places to play; more chances for families to come together, to feel supported and less isolated; and more advocacy, to challenge the systemic exclusion too many children face.

The Trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The Trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the Trustees ensure the charity's aims, objectives and activities remain focused on its stated purposes.

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

Our impact at a glance

Our commitment to creating truly inclusive experiences for disabled children and their families is reflected in the impact of our services, and our Parent Carer Survey data clearly demonstrates how vital Challengers is to them.

What our parents say

93% say attending Challengers positively affects their child's happiness

95% say Challengers helps their own mental health as a parent carer

90% agree that Challengers helps reduce their child's loneliness and isolation

90% believe that access to Challengers is essential for their family

The issues families are facing

- 51% of Challengers parent carers told us that they have been excluded from other settings due to their child's disability, and worry that the lack of services available will reduce their child's social interactions and friendships.
- 79% believe they don't get the right level of support for their disabled child. This puts a huge strain on families, and 51% told us are worried about family breakdown as a result of this.

This year, we've provided

77,269

hours of support to

966

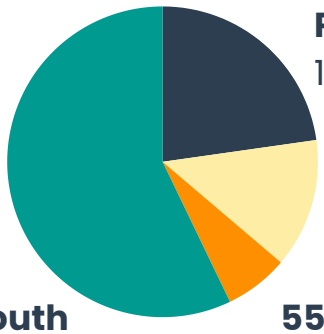
families

"We have extremely limited inclusion in wider society as a family, so Challengers has really been essential in feeling there is somewhere for our daughter to go and be happy. This has a huge impact on us as a family." *Comment from Challengers Parent Survey 2024*

We provide a range of inclusive services to support families of disabled children, and many parents refer to Challengers as a lifeline.

While children and young people are enjoying social and play opportunities at Challengers, their families get vital respite from their demanding care responsibilities - helping to keep them strong and together.

Hours by service



Pre-school
17,583 hours

The Hub
10,401 hours

Play and Youth
44,154 hours

555 Service
5,131 hours

Fundraising statement and conditions

At Challengers, our mission is to transform the lives of disabled children, young people and their families using the power of play. Achieving this mission is only possible through raising the necessary funds for the services we provide. The mission informs the fundraising choices we make as we strive to promote inclusion throughout our fundraising.

Despite the continued challenges of fundraising with the increase in the cost of living, we received £1,145k of voluntary income, up 8.6% from the previous financial year. This was in line with targets for the year.

Throughout the year, we also received the generous support of many local companies, individuals and community groups through donations, staff fundraising, events and street collections, among many other incredible contributions!

Our thanks go out to everyone who gave donations of their time and other resources to enable Challengers to provide vital support to disabled children and young people.

Volunteers are a vital part of #TeamOrange - in 2024-25 contributing just under 1,000 hours helping out at our Play and Youth schemes - from lending a hand to decorating projects; coming into the office and supporting our admin work; to being the face of Challengers at our many public events. We are grateful to everyone who has given up their time to make what we do possible.

Challengers remains committed to a fair and ethical approach to all our fundraising practices. We strive to build long-term relationships to grow a more sustainable approach to fundraising which will maximise return over the longer term. We are registered with the Fundraising Regulator, are signed up to the Fundraising Preference Service, and comply with Fundraising Regulator's Code of Fundraising Practice for the UK and our own Ethical Fundraising Policy and Vulnerable People Policy.

All our fundraising is carried out by our in-house fundraising team, alongside volunteers who are supported by us. Volunteers, whether acting as individuals, in the workplace or as community groups, receive information and guidance from us and we maintain regular contact to oversee their activities to ensure they comply with the Code of Fundraising Practice.

We do not work with Professional Fundraising Organisations to solicit donations, have a strict policy of never selling or passing on our supporters' personal data for marketing purposes, and have never bought fundraising data from a third party. In the period 2024-25 we received no complaints about fundraising.

With thanks to all of our donors and supporters

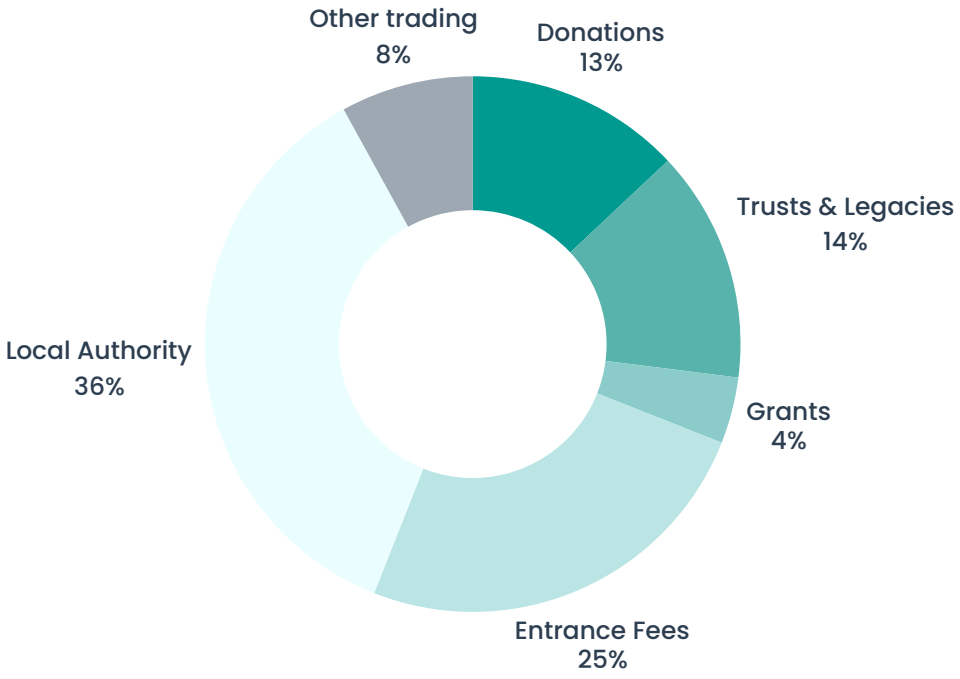
- National Lottery Community Fund
- The Normansfield and Richmond Foundation
- City Bridge Foundation
- Farnham Town Council
- Community Foundation for Surrey
- Heathrow Community Trust
- The David Family Foundation
- Sport England
- The Betty Riseley Trust for Children
- Councillor Davidson - Your Fund Surrey
- Councillor Powell - Your Fund Surrey
- Councillor MacLeod - Your Fund Surrey
- Councillor T Groves - Hampshire County Council
- Councillor S Reid - Hampshire County Council
- Church Crookham Parish Council
- Cranleigh Parish Council
- Kingston Council Neighbourhood Grant
- Bishopstoke Parish Council

Financial overview

The 2024/25 year reported a deficit of £31k across all funds. Unrestricted funds had a surplus of £34k, the restricted funds had a surplus of £8k and the designated funds had a deficit of £72k. The designated funds deficit relates to depreciation charges against assets acquired in previous years. The restricted funds surplus was a result of restricted income received in the current year that will be spent in future years, or was used to fund capital expenditure.

The unrestricted funds recorded a surplus as a result of increased income from Surrey local authority contracts, and increased fundraising income.

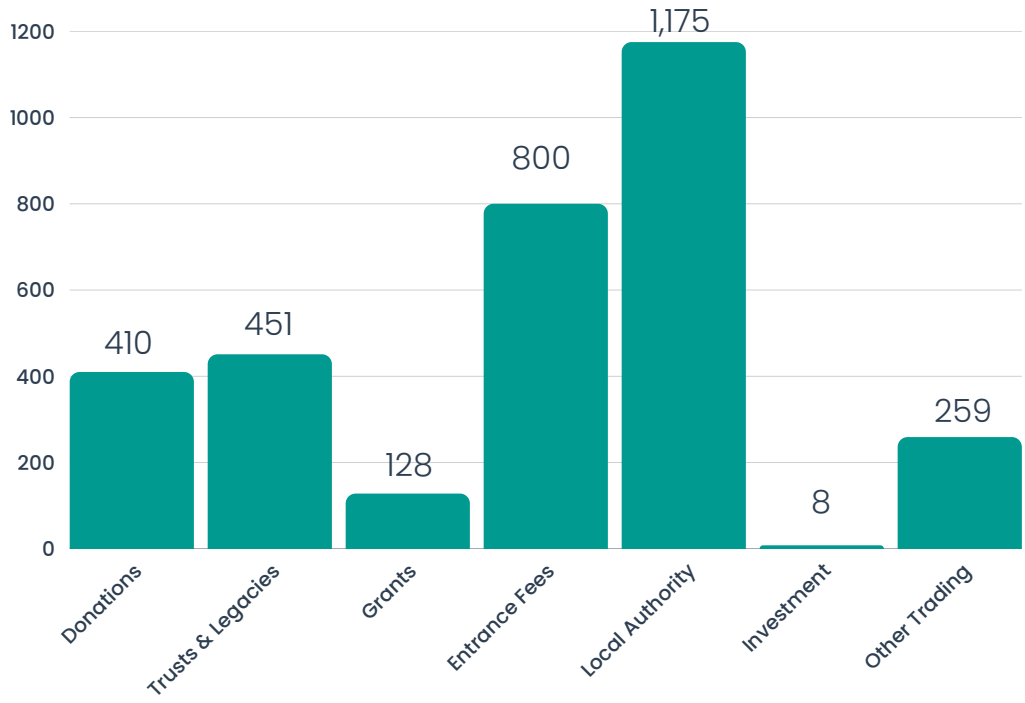
2024-25 income



Total income increased by 12% in 2024/25 to £3.2m (2023/24: £2.9m).

Donations and legacies were £861k (+9% vs 2023/24). This year saw a decrease in trust and foundation income of 3% (-£12k vs 2023/24), a decrease in corporate income of 7% (-£16k vs 2023/24), income from individuals increased by £112k (+106% vs 2023/24), income from communities increased by £16k (+37% vs. 2023/24) while legacy income decreased 91% (-£28k vs. 2023/24).

Income from charitable activity was £2.1m (+15% vs 2023/24)

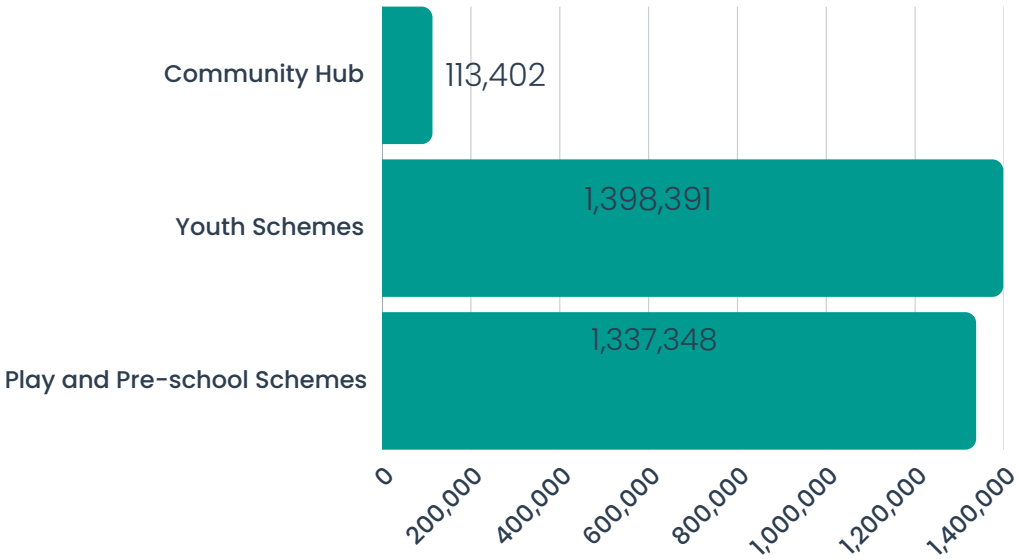


Expenditure

Total expenditure increased by 15% to £3.3m vs the 2023/24 period. Charitable expenditure in the year increased by 15% vs 2023/24. Expenditure on support costs increased by 8% vs 2023/24. Support costs include the cost of teams within Finance, People and Culture and Communications together with investment in staff recruitment, learning and development. Governance costs increased by 4% vs 2023/24.

In accordance with charity accounting practice, Support and Governance costs are allocated to charitable expenditure based on each activity's proportion of delivered hours.

Breakdown of charitable expenditure (£2.8m)



Reserves

Challengers' reserves policy is to maintain free reserves of between 3 and 5 months expenditure, plus an additional £50k-£100k for remedial property repairs and maintenance. Due to seasonal changes in activity levels this will fluctuate throughout the year. However, free reserves should be maintained between £739k and £1,248k.

The main objective of the reserves policy is to deal with short term cashflow challenges to protect the long-term future of the charity. In addition, the trustees believe this level of reserve would allow a safe and sensible closure in the event that this was the only option. Reserves are reviewed monthly at the Finance and Risk subcommittee.

The free reserves level at year end was £593k, representing 2.6 months 2024/25 average operating expenditure.

Year-end designated funds stood at £2.56m, the residual value of this fund is required to support the long-term security of premises and other fixed assets to ensure the charity can meet its objectives.

Of this amount, £2.30m has been set aside for known future depreciation cost on buildings at our Farnham and Guildford centres over the next 50 years.

Risk

The Board's risk appetite guides the risk management process. The Board is not seeking to eliminate risk as there is a recognition that it is necessary to accept the risks that cannot be mitigated in full or which fall beyond Challengers' control. However, the Senior Leadership Team actively monitor and manage such risks to provide reasonable, but not absolute assurance that the charity is protected. Challengers have a robust risk monitoring process. Risks are ranked by the likelihood of occurrence and impact to the charity.

The Board consider that the principal challenges faced by Challengers, and the associated risks are the need to:

- continue to provide a high quality service, and recruit and retain talented staff;
- continue to operate with a sustainable funding model; and
- ensure voluntary income targets are met.

The Risk Register is reviewed on a monthly basis at the Finance and Risk meeting and in addition at the relevant Board meetings. The management of day-to-day operational risks is delegated to the Senior Leadership Team to proactively manage throughout the year.

The Board approves a comprehensive annual budget and plan for Challengers and the Board and its Committees monitor performance against these plans and budgets on a monthly basis. Material variances, together with any revised financial forecasts, are submitted regularly to the Finance Committee and to the Board.

The Board is satisfied that these systems, combined with internal financial controls and the reserves policy, will ensure that sufficient resources are available to meet the immediate needs of Challengers in the event of adverse conditions.

Going concern

The Trustees take financial governance seriously and each month consider the monthly finance reports, the cashflow and the organisational KPIs to ensure Challengers is meeting its charitable objectives and continue to do so in the foreseeable future.

The Board of Trustees agree that Challengers is a strong and viable going concern. The factors that lead to this conclusion are:

- Demand for Challengers services
- Contracts in place or in the process of being renewed.
- Strong financial governance and current financial position
- Good management control and regular governance
- Effective and proactive management team
- Clearly demonstrable public benefit
- Clear and well-informed strategic plan
- Well-informed income generation plan

Remuneration

Challengers has developed a remuneration statement to provide a clear and transparent set of guidelines which demonstrate accountability and applies to all employees. During the 2024/25 year, Challengers continued as a Real Living Wage employer and committed to pay all staff at least the real living wage on an annual basis. The organisation does not offer an annual discretionary bonus scheme, nor does it offer a long-term incentive plan (LTIP).

The organisation has a series of salary bands in a structure that is fair and equitable. Job roles are mapped onto this structure. Salary bands are benchmarked with industry and local standards to ensure that they are fair as well as remove subjectivity to salary decisions. Each year we continue to monitor this structure and compare with competitors and other organisations.

Gender pay gap

Despite significant progress over the past two decades, a gender pay gap still exists in the UK. Encouragingly, it has continued to decline. According to the Office for National Statistics (ONS), the gender pay gap for full-time employees in April 2024 stood at 7.0%, down from 7.5% in 2023. This represents a fall of approximately a quarter over the past decade.

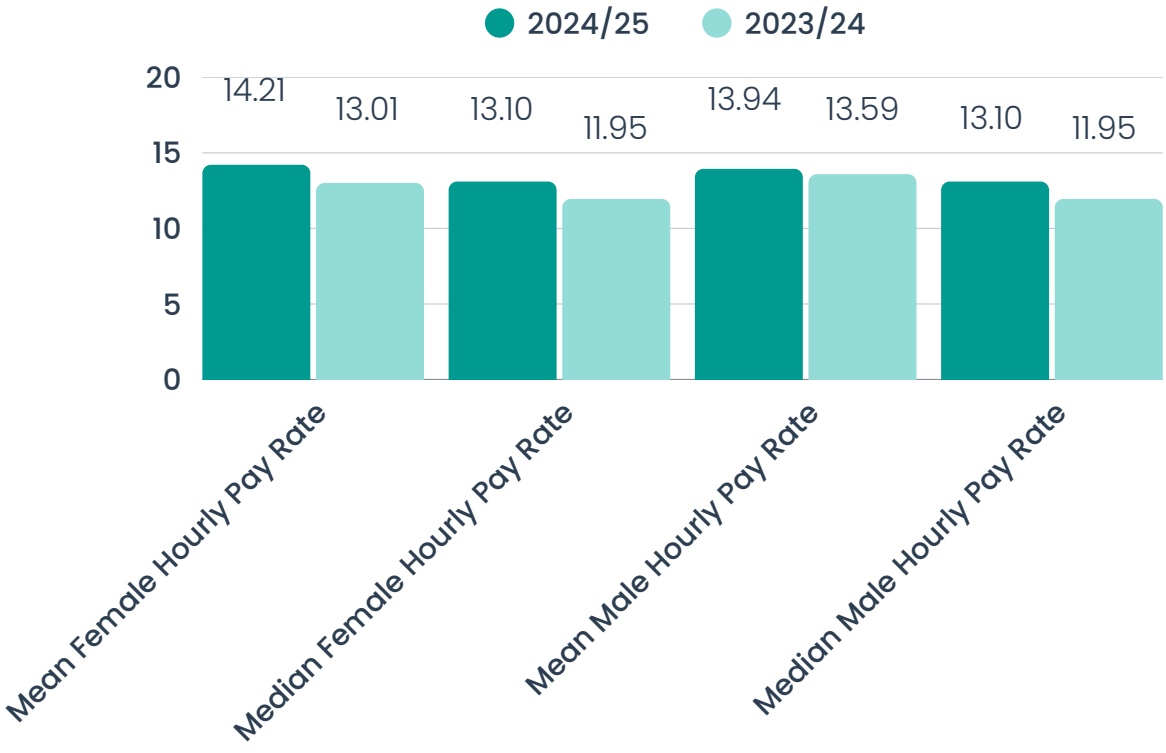
The gender pay gap is notably higher among full-time employees aged 40 and over, while it is close to zero for those under 30.

At Challengers, our workforce is predominantly under the age of 40, which aligns with the lower national pay gap in this age group.

As a charity working in the care sector, we attract a large number of female employees, which is typical for our industry. However, we are pleased to report that we also attract a good number of male employees, particularly when compared to other organisations in the sector.

At Challengers, we enforce a strict pay structure which ensures that men and women are paid equally for the same role – this applies across office and scheme-based roles. We are committed to being a learning and equal opportunities organisation that invests in both men and women alike, keen to support them to be the very best they can be for the charity and for themselves.

For our operational staff hourly rates are based on the Real Living Wage. We pay this rate as a minimum hourly rate to all staff regardless of age and have committed to abide by the Real Living Wage in the future. In addition, service staff working on services within Greater London are paid a minimum rate of the London Living Wage.



Mean Gender Pay Gap %	**-1.9%** *(in favour of females)*	**4.3%** *(in favour of males)*
Median Gender Pay Gap %	**0%**	**0%**

Leadership

As with all charities, it is the responsibility of the Trustees to ensure the efficient, legal and professional performance of Challengers. The Chief Executive Officer works with the board to develop the strategic framework, agree the strategic direction and report on the delivery.

The operational day-to-day running is delegated to the Senior Leadership Team (SLT) who are:

- Gennie Dearman, Chief Executive Officer
- Andrew Kendall (to March 2025), Alison Sarkar (from March 2025), Head of Finance
- Samantha Lane, Head of Fundraising (to December 2024)
- Paul Wilson, Head of Service

The SLT provide regular reporting to the Trustees through sub-committee meetings and main board.

Trustee recruitment

Following recruitment, new Trustees will be allocated a 'mentor' from amongst the present Trustees and will undertake an induction programme under the control of the Chief Executive and the mentor. They will be given induction material to allow them to fully understand the charitable purpose of Challengers, its financial situation, its future plans and the current situation of the charity. The new Trustee will be encouraged to visit the centre when children are present and to attend at least one community-based project early on. All Trustees are welcome to attend any of the staff training sessions. The induction information provided to new Trustees is as follows:

- The latest Strategic Review
- Most recent Annual Report and accounts
- Key Policies
- Annual Risk Audit
- Copy of Memorandum and Articles of Association.
- Copies of Charity Commission leaflet CC3 "The Essential Trustee: what you need to know" and Companies House booklet "Being a Director"
- This Trustees Handbook where, as appendices, there is additional important information such as a list of present Trustees, Trustee job description etc.
- Committee terms of reference

Trustee responsibilities

The Trustees (who are also directors of Disability Challengers for the purposes of company law) set and monitor strategy and policies. The Trustees delegate authority to deliver strategy to the Chief Executive Officer and Senior Leadership Team with regular board meetings where reports are received on all the core activities of the charitable company.

The Trustees have established standing sub-groups each with its terms of reference for Finance, Audit & Risk; and Fundraising. They are responsible for preparing the Trustees' annual reports and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (the United Kingdom Generally Accepted Accounting Practice).
Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period.

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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

In so far as Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

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

The Trustees' annual report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime. Auditors Sayer Vincent LLP were re-appointed during the year to act as Challengers' auditors.

The Trustees' report was approved by the Trustees on 3 December 2025 and is signed on their behalf by:

Mr Russell Harvey,
Chair of the Board

Trustees Admin Report

The organisation is a charitable company limited by guarantee, incorporated on 8th October 2001 and registered as a charity on 19th December 2002. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association. All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 9 to the accounts.

Executive committee

- Chair of the Board – Russell Harvey
- Vice Chair of the Board – Jake Hatt
- Treasurer – Bernard McAlister
- Board Secretary – Megan Dooley
- Communications Trustee – Alison Stenlake
- Fundraising Trustee – Lee Bennett
- Safeguarding Trustee – Danae Salwan
- Governance Trustee – Kim Sanders
- Parent Trustee - Natasha Morris
- Trustee – Deborah Smith

Leadership Team

- Chief Executive Officer – Gennie Dearman
- Head of Finance – Andrew Kendall (to March 2025) / Alison Sarkar (from March 2025)
- Head of Fundraising – Samantha Lane (to December 2024)
- Head of Service – Paul Wilson

Advisors

Auditors - Sayer Vincent LLP, 110 Golden Lane, London, EC1Y 0TG

Honorary Legal Advisers - rhw solicitors LLP Ranger House, Walnut Tree Close Guildford, GU1 4UL

Bankers - Barclays Bank PLC, North Street, Guildford, GU1 4AG

Challengers

www.disability-challengers.org
Stoke Park, Guildford, Surrey, GU1 1TU

Registered Charity Number: 1095134
Companies House: 04300724

Opinion

We have audited the financial statements of Disability Challengers (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including 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 charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 Disability Challengers' ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Trustees' annual report other than the 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 financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Trustees' Annual 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of Trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Annual Report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

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 charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud 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 which included obtaining and reviewing supporting documentation, concerning the charity'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 charity 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 charity 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.
- 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.

Use of our report

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

Sayer Vincent LLP

Joanna Pittman (Senior statutory auditor)
21 November 2025
for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON, EC1Y 0TG

Disability Challengers

Statement of financial activities (incorporating an income and expenditure account)

Company no. 4300724

For the year ended 31 March 2025

	Note	Unrestricted £	Designated £	Restricted £	2025 Total £	Unrestricted £	Designated	Restricted £	2024 Total £
Income from:									
Donations and legacies	2	514,563	–	346,714	**861,278**	458,597	–	329,151	787,748
Charitable activities									
Pre-school and Play	3	980,466	–	–	**980,466**	848,785	–	–	848,785
Youth Schemes	3	1,043,285	–	–	**1,043,285**	909,512	–	–	909,512
Community Hub	3	11,466	–	68,125	**79,591**	7,644	–	70,280	77,924
Other trading activities	4	254,502	–	4,813	**259,315**	241,762	–	5,517	247,278
Investments	5	7,712	–	–	**7,712**	8,253	–	–	8,253
Total income		2,811,993	–	419,652	**3,231,646**	2,474,554	–	404,948	2,879,502
Expenditure on:									
Raising funds	6	409,636	–	3,725	**413,361**	305,592	–	5,749	311,341
Charitable activities									
Pre-school and Play	6	1,139,075	69,636	128,635	**1,337,346**	1,020,888	61,727	142,046	1,224,662
Youth Schemes	6	1,173,946	26,644	197,801	**1,398,391**	1,005,882	39,446	158,474	1,203,801
Community Hub	6	31,597	–	81,805	**113,402**	23,892	–	65,525	89,417
Other		–	–	–	**–**	–	–	–	–
Total expenditure		2,754,254	96,280	411,966	**3,262,500**	2,356,254	101,173	371,793	2,829,220
Net income / (expenditure) for the year	8	57,740	(96,280)	7,686	**(30,854)**	118,301	(101,173)	33,155	50,283
Transfers between funds		(24,000)	24,000	–	**–**	(109,056)	109,056	–	–
Net movement in funds		33,740	(72,280)	7,686	**(30,854)**	9,245	7,883	33,155	50,283
Reconciliation of funds:									
Total funds brought forward		559,379	2,636,582	759,709	**3,955,670**	550,134	2,628,699	726,554	3,905,387
Total funds carried forward		593,119	2,564,302	767,395	**3,924,816**	559,379	2,636,582	759,709	3,955,670

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 19a to the financial statements.

Disability Challengers

Balance sheet

Company no. 4300724

For the year ended 31 March 2025

	Note	£	2025 £	£	2024 £
Fixed assets:					
Tangible assets	13		**3,150,018**		3,262,292
			3,150,018		3,262,292
Current assets:					
Debtors	14	**535,117**		500,613	
Short term deposits		**173,838**		173,839	
Cash at bank and in hand		**664,410**		667,310	
		1,373,365		1,341,762	
Liabilities:					
Creditors: amounts falling due within one year	15	**(589,400)**		(627,888)	
Net current assets			**783,965**		713,874
Total assets less current liabilities			**3,933,983**		3,976,166
Creditors: amounts falling due after one year	17		**(9,167)**		(20,496)
Total net assets			**3,924,816**		3,955,670
The funds of the charity:	19a				
Restricted income funds			**767,395**		759,709
Unrestricted income funds:					
Designated funds		**2,564,302**		2,636,582	
General funds		**593,119**		559,379	
Total unrestricted funds			**3,157,421**		3,195,961
Total charity funds			**3,924,816**		3,955,670

Approved by the trustees on 3 December 2025 and signed on their behalf by

Russell Harvey
Chairman

Bernard McAlister
Treasurer

Disability Challengers

Statement of cash flows

Company no. 4300724

For the year ended 31 March 2025

	Note	2025		2024	
		£	£	£	£
Cash flows from operating activities					
Net (expenditure)/income for the reporting period		**(30,854)**		50,283	
Depreciation charges	13	**131,890**		128,512	
Interest and rent from investments		**7,712**		8,253	
(Increase)/decrease in debtors	14	**(34,504)**		(173,485)	
Increase/(decrease) in creditors	15	**(49,817)**		(18,091)	
Net cash provided by / (used in) operating activities			**24,427**		(4,528)
Cash flows from investing activities:					
Dividends, interest and rents from investments		**(7,712)**		(8,253)	
Purchase of fixed assets	13	**(19,616)**		(195,947)	
Net cash provided by / (used in) investing activities			**(27,328)**		(204,200)
Change in cash and cash equivalents in the year			**(2,901)**		(208,728)
Cash and cash equivalents at the beginning of the year			**841,150**		1,049,878
Cash and cash equivalents at the end of the year			**838,249**		841,150

Analysis of cash and cash equivalents and of net debt

	At 1 April 2023	Cash flows	Other non-cash changes	**At 31 March 2024**
	£	£	£	**£**
Short-term deposits	173,839	–	–	**173,839**
Cash at bank and in hand	667,310	(2,901)	–	**664,409**
Total cash and cash equivalents	841,149	(2,901)	–	**838,248**

1 Accounting policies

a) Statutory information

Disability Challengers is a charitable company limited by guarantee and is incorporated in the United Kingdom and Wales.

The registered office address and principal place of business is Challengers Play Centre, Stoke Park, London Road, Guildford, GU1 1TU.

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.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. 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 nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

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

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Having assessed projected future income, expenditure and cash flows over the period to 31 December 2026, including expected service delivery, changes to local authority funding and the variability of fundraising income and analysed the strength of the charity's reserves, liquid assets and its ability to withstand a short-term material fall in income, the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue their activities for the foreseeable future. Therefore, we have continued to adopt the going concern basis in preparing the financial statements.

e) Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is a treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

1 Accounting policies (continued)

g) Interest receivable

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

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.
Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering Pre-school, Play, Youth and Young Adult services undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

- Pre-school and Play Schemes 48%
- Youth Schemes 51%
- Community Hub 1%

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

- Pre-school and Play Schemes 48%
- Youth Schemes 51%
- Community Hub 1%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

1 Accounting policies (continued)

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Land	not depreciated
Buildings	50 years
Play Equipment	5 - 20 years
Other Equipment	5 years
IT Equipment	3 years
Fixtures and Fittings	5 years
Motor Vehicles	4 years

l) Debtors

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

m) Cash at bank and in hand

Cash at bank and cash in hand includes cash and Cash at bank that can be withdrawn with no notice.

n) Short term deposits

Short term deposits includes short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

o) 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.

p) Financial instruments

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

q) Pensions

The charitable company operates a defined contribution scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no liability under the scheme other than for the payment of those contributions.

2 Income from donations and legacies

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Gifts	511,640	346,715	**858,355**	427,633	329,151	756,784
Legacies	2,923	-	**2,923**	30,965	-	30,965
	514,563	346,715	**861,278**	458,597	329,151	787,748

3 Income from charitable activities

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Pre-school and play schemes						
Contract - Surrey County Council	424,672	-	**424,672**	254,980	-	254,980
Contract - Hampshire County Council	108,643	-	**108,643**	109,275	-	109,275
Contract - Achieving for Children	129,720	-	**129,720**	140,555	-	140,555
Session fees	257,092	-	**257,092**	302,292	-	302,292
Grants	60,339	-	**60,339**	41,683	-	41,683
Sub-total for Pre-school and play schemes	980,466	-	**980,466**	848,785	-	848,785
Youth Schemes						
Contract - Surrey County Council	222,254	-	**222,254**	148,067	-	148,067
Contract - Hampshire County Council	124,545	-	**124,545**	128,994	-	128,994
Contract - West Sussex County Council	64,002	-	**64,002**	64,796	-	64,796
Contract - Achieving for Children	89,848	-	**89,848**	88,018	-	88,018
Session fees	542,636	-	**542,636**	479,637	-	479,637
Grants	-	-		-	-	-
Sub-total for Youth Schemes	1,043,285	-	**1,043,285**	909,512	-	909,512
Community Hub						
Contract - Surrey County Council	11,466	-	**11,466**	7,644	-	7,644
Grants		68,125	**68,125**	-	70,280	70,280
Sub-total for Community Hub	11,466	68,125	**79,591**	7,644	70,280	77,924
Total income from charitable activities	2,035,217	68,125	**2,103,342**	1,765,941	70,280	1,836,222

4 Income from other trading activities

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Centre rental	32,287	-	**32,287**	34,792	-	34,792
Sponsored events	52,487	-	**52,487**	36,921	-	36,921
Corportate events	16,347	-	**16,347**	17,057	-	17,057
Other events	141,503	4,813	**146,316**	136,434	5,517	141,951
Miscellaneous	11,877	-	**11,877**	16,558	-	16,558
	254,502	4,813	**259,315**	241,762	5,517	247,279

5 Income from investments

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Bank interest on Reserves	7,712	-	**7,712**	8,253	-	8,253
	7,712	-	**7,712**	8,253	-	8,253

6 Analysis of expenditure (current year)

		Charitable activities						
	Raising funds £	Pre-school & Play Schemes £	Youth Schemes £	Community Hub	Governance costs £	Support costs £	**2025 Total £**	**2024 Total £**
Staff costs (Note 9)	336,724	755,583	817,988	98,425	42,945	363,501	**2,415,167**	2,056,682
Activities	–	31,201	81,425	824	–	235	**113,685**	122,151
Motor costs	–	953	4,762	–	–	9,973	**15,688**	10,613
Equipment costs	341	8,646	8,692	426	–	2,763	**20,868**	17,107
Property costs	124	67,170	51,870	58	–	49,722	**168,945**	164,811
Insurance	–	11,414	11,643	–	7,844	(158)	**30,743**	31,674
PPS, Phone, Scheme promotion	3,488	10,013	8,640	89	–	14,428	**36,658**	37,759
Depreciation	–	99,065	32,825	–	–	–	**131,890**	128,512
Other costs	27,471	54,086	61,383	9,589	15,554	117,486	**285,570**	230,233
Provision for doubtful debt	–	–	–	–	–	(3,543)	**(3,543)**	(2,793)
Fundraising direct cost	45,213	–	–	–	–	1,616	**46,829**	32,469
	413,361	1,038,132	1,079,229	109,412	66,343	556,022	**3,262,500**	2,829,220
Support costs	–	267,318	285,140	3,564	–	(556,022)	**–**	–
Governance costs	–	31,896	34,022	425	(66,343)	–		
Total expenditure 2025	**413,361**	**1,337,346**	**1,398,391**	**113,401**	**–**	**–**	**3,262,500**	–
Total expenditure 2024	311,341	1,224,662	1,203,801	–	–	–		2,829,220

In 2025 unrestricted expenditure was £2,850,534 (2024: £2,457,427) and restricted expenditure was £411,966 (2024: £371,793).

7 Analysis of expenditure (prior year)

		Charitable activities					
	Raising funds £	Pre-school & Play Schemes £	Youth Schemes £	Community hub £	Governance costs £	Support costs £	**2024 Total £**
Staff costs (Note 9)	245,724	613,129	616,111	75,386	42,917	463,415	**2,056,682**
Activities	–	36,090	85,746	315	–	–	**122,151**
Motor costs	–	3,069	7,544	–	–	()	**10,613**
Equipment costs	–	9,019	5,713	14	–	2,362	**17,107**
Property costs	–	99,300	71,698	6	–	(6,193)	**164,811**
Insurance	–	9,220	12,176	–	6,523	3,756	**31,674**
PPS, Phone, Scheme promotion	3,043	14,539	14,539	307	–	5,331	**37,759**
Depreciation	–	86,234	42,277	–	–	–	**128,512**
Other costs	30,104	58,709	70,017	9,914	14,048	47,441	**230,233**
Provision for doubtful debt	–	–	–	–	–	(2,793)	**(2,793)**
Fundraising direct cost	32,469	–	–	–	–	–	**32,469**
	311,341	929,308	925,821	85,942	63,488	513,319	**2,829,220**
Support costs	–	262,844	247,383	3,092	–	(513,319)	**–**
Governance costs	–	32,509	30,597	382	(63,488)	–	**0**
Total expenditure 2024	**311,341**	**1,224,662**	**1,203,801**	**89,417**	**–**	**–**	**2,829,220**

8 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2025 £	2024 £
Depreciation	**131,890**	128,512
Auditor's remuneration (excluding VAT):		
Audit	**11,800**	11,250

9 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	**2,234,335**	1,912,839
Redundancy and termination costs	**12,665**	
Social security costs	**136,757**	117,116
Employer's contribution to defined contribution pension schemes	**31,411**	26,727
Consultancy costs	**-**	-
	2,415,167	2,056,682

The redundancy and termination costs were settled and paid at the balance sheet date

One employee earned above £60,000 during the period (2024: one employee earned above £60,000) within the following band.

	2025 number	2024 number
£70,001- £80,000	1	1

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £268,525 (2024: £248,990).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2024: £nil). No charity trustee received payment for professional or other services supplied to the charity (2024: £nil).

10 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 199 (2024: 176).

	2025 No.	2024 No.
Raising funds	**7**	8
Pre-school and Play Schemes	**86**	79
Youth Schemes	**92**	74
Support	**14**	15
	199	176

11 Related party transactions

There are no related party transactions to disclose for 2025 (2024: none).

Donations totalling £79 were received from related parties during the year without conditions (2024: £3,592).

12 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

13 Tangible fixed assets

	Freehold property	Equipment Play	Equipment Other	Motor vehicles	Furniture	**Total**
Cost	£	£	£	£	£	**£**
At the start of the year	3,548,699	628,772	292,319	102,938	22,192	**4,594,921**
Additions in year	–	8,999	6,759	–	3,859	**19,616**
At the end of the year	3,548,699	637,771	299,078	102,938	26,052	**4,614,537**
Depreciation						
At the start of the year	710,633	280,467	223,981	102,938	14,611	**1,332,629**
Charge for the year	63,207	38,223	29,154	–	1,306	**131,890**
At the end of the year	773,840	318,690	253,135	102,938	15,918	**1,464,519**
Net book value						
At the end of the year	2,774,859	319,081	45,943	–	10,134	**3,150,018**
At the start of the year	2,838,067	348,305	68,339	–	7,581	3,262,293

Land with a value of £681,865 (2024: £681,865) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

14 Debtors

	2025	2024
	£	£
Trade debtors	**323,237**	334,594
Prepayments	**128,380**	122,792
Accrued income	**83,500**	43,227
	535,117	500,613

15 Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	**52,388**	56,379
Borrowings	**10,000**	10,000
Lease liabilities	**1,858**	13,854
Taxation and social security	**32,947**	31,321
Accruals	**150,216**	85,604
Deferred income (note 16)	**341,991**	430,729
	589,400	627,888

16 Deferred income

Deferred income comprises of Local Authority contracts and session fees booked in advance of delivery.

	2025 £	2024 £
Balance at the beginning of the year	**430,729**	181,322
Amount released to income in the year	**(430,729)**	(181,322)
Amount deferred in the year	**341,991**	430,729
Balance at the end of the year	**341,991**	430,729

17 Creditors: amounts falling due in greater than one year

	2025 £	2024 £
Borrowings	**9,167**	19,167
Lease liabilities	**–**	1,330
	9,167	20,497

Borrowings comprises a Coronavirus Business Interruption Loan from Barclays Bank repayable over 7 years with the final repayment due in February 2028. The loan is unsecured and is subject to interest of 2.5% per annum.

18a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	**Total funds £**
Tangible fixed assets	–	2,476,877	673,142	**3,150,019**
Net current assets	602,286	87,425	94,253	**783,964**
Non-current liabilites	(9,167)	–	–	**(9,167)**
Net assets at 31 March 2025	**593,119**	**2,564,302**	**767,395**	**3,924,816**

18b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	**Total funds £**
Tangible fixed assets	–	2,555,710	706,582	3,262,292
Net current assets	579,877	80,871	53,127	713,874
Non-current liabilities	(20,496)	–	–	(20,496)
Net assets at 1 April 2024	559,380	2,636,581	759,709	3,955,670

19a Movements in funds (current year)

	At 1 April 2024 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2025 £
Restricted funds:					
Capital					
Equipment fund	383,815	12,900	24,952	-	**371,763**
Farnham Refurbishment Project	322,767	30,895	14,384	-	**339,278**
Scheme operating					
Pre-school and Play Schemes	1,336	106,597	99,206	-	**8,727**
Youth Schemes	14,093	201,134	191,619	-	**23,608**
Community Hub	37,699	68,125	81,805		**24,019**
Total restricted funds	759,710	419,650	411,965	-	**767,395**
Unrestricted funds:					
Designated funds:					
Property and Development fund	2,351,922	-	53,605	-	**2,298,317**
Property Maintenance fund	73,750	-	-	24,000	**97,750**
Fixed Asset fund	210,910		42,675	-	**168,235**
Total designated funds	2,636,582	-	96,280	24,000	**2,564,302**
General funds	559,379	2,811,993	2,754,254	(24,000)	**593,119**
Total unrestricted funds	3,195,960	2,811,993	2,850,534	-	**3,157,421**
Total funds	3,955,671	3,231,644	3,262,499	-	**3,924,817**

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

19b Movements in funds (prior year)

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2024 £
Restricted funds:					
Capital					
Equipment fund	298,884	101,589	16,658	-	383,815
Farnham Refurbishment Project	325,348	7,800	10,381	-	322,767
Scheme operating			-		
Pre-school and Play Schemes	31,562	93,242	123,468	-	1,336
Youth Schemes	37,817	132,037	155,760	-	14,093
Community Hub	32,943	70,281	65,525	-	37,699
Total restricted funds	726,554	404,948	371,792	-	759,710
Unrestricted funds:					
Designated funds:					
Property and Development fund	2,376,609	-	74,950	50,264	2,351,922
Property Maintenance fund	50,000	-	-	23,750	73,750
Fixed Asset fund	202,090	-	26,222	35,042	210,910
Total designated funds	2,628,699	-	101,173	109,056	2,636,582
General funds	550,134	2,474,554	2,356,254	(109,056)	559,379
Total unrestricted funds	3,178,832	2,474,554	2,457,426	-	3,195,961
Total funds	3,905,386	2,879,502	2,829,219	-	3,955,671

Transfers between funds

2025: Transfer of £24,000 from unrestricted General funds to Designated funds to increase the Property Maintenance fund in Designated funds.

Purposes of restricted funds

Equipment fund - Represents donations for specific item of equipment. Depreciation being provided over the useful life of the item.

Farnham Building Refurbishment Project - During 2018 our play and youth buildings at our Farnham site under went significant refurbishment. The project was completed in January 2019.

This fund will cover future depreciation charges associated with refurbishment.

Purposes of designated funds

Property and Development fund - Is the result of two capital campaigns one to buy the land and buildings at Challengers Farnham centre and the other to build Challengers new centre at Guildford which was completed in 2013. This fund will cover future depreciation and maintenance charges for both properties.

Property Maintenance fund - This designated fund has been established to cover the cost of building maintenace and repairs of our Farnham and Guildford sites.

20 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

DISABILITY CHALLENGERS

England & Wales - Charity number 1095134

Accounts

Challengers

Annual Report
April 2023 – March 2024

Disability Challengers | Company No: 4300724 | Registered Charity No: 1095134

CEO Report

Challengers is a charity that exists to transform the lives of disabled children and young people through the power of play. This year has been a year marked by an ever-growing demand for our services, financial constraints and a tough fundraising environment, however we have continued to support over 750 families by providing over 75,000 hours of service, and have welcomed the whole family into Challengers through our new Family Fun Days and Family Cooking Breaks.

The launch of our Guildford playground gave us the opportunity to raise awareness of the importance of inclusive play, and we're proud to be the first space in the UK with a revolutionary We-Go-Swing which allows wheelchair users and non-wheelchair users to play together. Inspired by our playground launch party for families, we have committed to running our first ever family festival next year.

Investing in our staff remains a priority – from training through to recognition with our Staff Awards. We work hard to provide an inclusive working environment where everyone is free to be themselves. When staff feel included and appreciated, they bring their best selves to work. One member of the team wrote to me recently saying:

"I am grateful to work in an environment that continues to excite and motivate me each day. I deeply value the impact my role has making a meaningful difference in the lives of children, young people and their families. It is also incredibly rewarding to collaborate with colleagues who are consistently driven to go above and beyond in achieving the best outcomes for the families who use our services."

As we went through the year, we were delighted to refresh our charitable mission to better reflect our vital work, and we look forward to developing our strategy at the start of next year to ensure we remain ambitious for the families we are working with, and for those we are yet to meet.

Gen Dearman,
CEO of Challengers

Chair Report

As I conclude another remarkable year as Chair of the Board at Challengers, I would like to express deep gratitude on behalf of the entire Trustee Board to CEO Gen Dearman and the Senior Leadership Team for their tireless dedication to the charity.

Navigating a year of financial constraints and balancing this with the ever-increasing demand for services is not easy, but you have displayed strong leadership and I'm very proud of the collective progress that Team Orange has made this year. We are lucky to have a wonderful staff team who never fail to impress me with how creative, resilient and ambitious they are for the children and families we support.

Despite these obstacles, we've made significant strides such as the completion of the inclusive playground in Guildford. This is a true milestone in advancing our mission, and it has been a joy to see the smiles from children, young people and their families as they explore our incredible inclusive play facilities.

Looking forward, as a Board we look forward to defining new strategic goals for the charity and supporting the team to continue to provide Challengers' vital services. I'm hopeful about the opportunities ahead, and the difference we can make together.

Russell Harvey,
Chair of Challengers Trustee Board

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 18 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. This Trustees' annual report includes a directors' report as required by company law.

About Challengers

As of 2024, Challengers has been providing support for disabled children, young people and their families for 45 years. It's a milestone achievement and we're very proud of the charity's heritage. Our vision remains true since 1979, as sadly disabled young people are still routinely excluded from play, however in line with our new strategy launched in September 2024, we have updated our charitable mission to better reflect our important work.

Our vision

A world where all children and young people can play together freely.

Our mission

To transform the lives of disabled children, young people and their families through the power of play.

Our approach

The Challengers Approach is a set of five values which define our organisation, guiding our actions and decisions, and shaping our culture.

Strategy

For the last three years, Challengers' strategy was focused on post-pandemic stabilisation, and the need to re-build our strong foundations. We made good progress against the three core goals we defined, which included ensuring we continue to excel at providing inclusive play opportunities, the build of a new playground in Guildford which contributes to a more inclusive community, and connecting families through the launch of Challengers' Community Hub programme.

Towards the end of 2023 we started work on refreshing our strategic objectives, to define a 5-year strategy which would lead us to the charity's 50th anniversary. Our new strategy, launched in September 2024, has been created in collaboration with our service users, parent carers and staff, looking at how we can add the most value to disabled children, young people and their families. We look forward to advancing our strategic objectives in 2024 and beyond, driven by our ambitious new charitable mission.

The Trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remain focused on its stated purposes.

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

2023-24 in numbers

75,817
Hours of play

752
Children supported

18,036
Sessions delivered

Our services

- **Pre-school** - Inclusive Pre-school setting for disabled and non-disabled children aged 2-5.
- **Play** - Opportunities for children aged 4-12 to play and make friends. Services run in Surrey, Hampshire, Kingston upon Thames and Richmond upon Thames.
- **Youth** - Opportunities for young people 13-18 to have fun and make friends. Services run in Surrey, Hampshire, West Sussex, Kingston upon Thames and Richmond upon Thames.
- **555 Service** - Emergency support service for disabled individuals aged 8-18 who are out of education.
- **Transition Days** - Days organised to support children transitioning from our Play services to Challengers Youth services.

This delivery for all services was in line with our contractual commitments and other delivery targets.

Hours by service

Pre-school - 30,371 hours

Play - 21,590 hours

Youth - 17,214 hours

555 Service - 6,288 hours

Transition days - 354 hours

2023-24 in numbers

Here's what our families think

95% of families scored our staff as good or excellent

94% of parents say that Challengers improves their own wellbeing as a parent/carer

89% of parents agree Challengers reduces their child's loneliness and isolation

87% of families feel that Challengers helps improve their child's social skills

Challengers 2024 Parent & Carer Survey

Fundraising statement and conditions

At Challengers, our mission is to provide truly inclusive, fun, and safe places where all disabled children and young people can spend time with their friends, while positively impacting their families and the wider community. Achieving this mission is only possible through raising the necessary funds for the services. The mission informs the fundraising choices we make as we strive to provide promote inclusion throughout our fundraising.

Despite the continued challenges of fundraising post-pandemic and with the increase in the cost of living, we received £1,054k of voluntary income, up 24% from the previous financial year. This was in line with targets for the year.

Our biggest area of growth was in corporate fundraising, up 61% on the previous year from £145k to £234k.

Throughout the year, we also received the generous support of many local companies, individuals and community groups through donations, staff fundraising, events and street collections, among many other incredible contributions! Our thanks go out to everyone who gave donations of their time and other resources to enable Challengers to provide vital support to disabled children and young people.

Volunteers are a vital part of #TeamOrange, and in 2023-24 contributed over 1,200 hours helping out at our Play and Youth schemes, lending a hand to decorating projects, coming into the office and supporting our admin work, and being the faces of Challengers at our many public events. We are grateful to everyone who has given up their time to make what we do possible.

Challengers remains committed to a fair and ethical approach to all our fundraising practices. We strive to build long-term relationships to grow a more sustainable approach to fundraising which will maximise return over the longer term. We are registered with the Fundraising Regulator, are signed up to the Fundraising Preference Service, and comply with Fundraising Regulator's Code of Fundraising Practice for the UK and our own Ethical Fundraising Policy and Vulnerable People Policy.

All our fundraising is carried out by our in-house fundraising team, alongside volunteers who are supported by us. Volunteers, whether acting as individuals, in the workplace or as community groups, receive information and guidance from us and we maintain regular contact to oversee their activities to ensure they comply with the Code of Fundraising Practice.

We do not work with Professional Fundraising Organisations to solicit donations, have a strict policy of never selling or passing on our supporters' personal data for marketing purposes, and have never bought fundraising data from a third party. In the period 2023-24 we received no complaints about fundraising.

With thanks to all of our donors and supporters

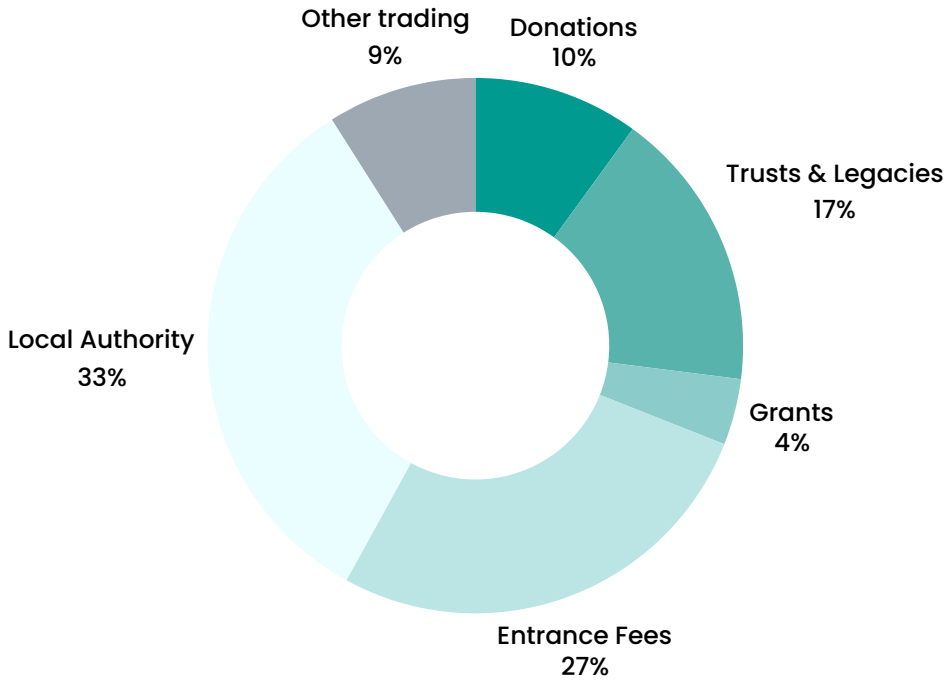
- Farnham Town Council
- Church Crookham Parish Council
- Betty Riseley Trust Charity for Children
- Councillor Groves - Hampshire County Council
- Councillor Davidson - Surrey County Council
- Councillor Reid - Hampshire County Council
- Children in Need - Small Grants
- Garfield Weston
- Heathrow Community Trust
- Awards for All
- Community Foundation for Surrey
- The Lawson Trust CIO

Financial overview

The 2023/24 year reported a surplus of £50k across all funds. Unrestricted funds had a surplus of £9k, the restricted funds had a surplus of £33k and the designated funds had a surplus of £8k. The designated funds deficit relates to depreciation charges against assets acquired in previous years. The restricted funds surplus was a result of restricted income received in the current year that will be spent in future years, or was used to fund capital expenditure.

The unrestricted funds recorded a surplus as a result of increased income from re-tendered local authority contracts, growth in other services, and increased fundraising income.

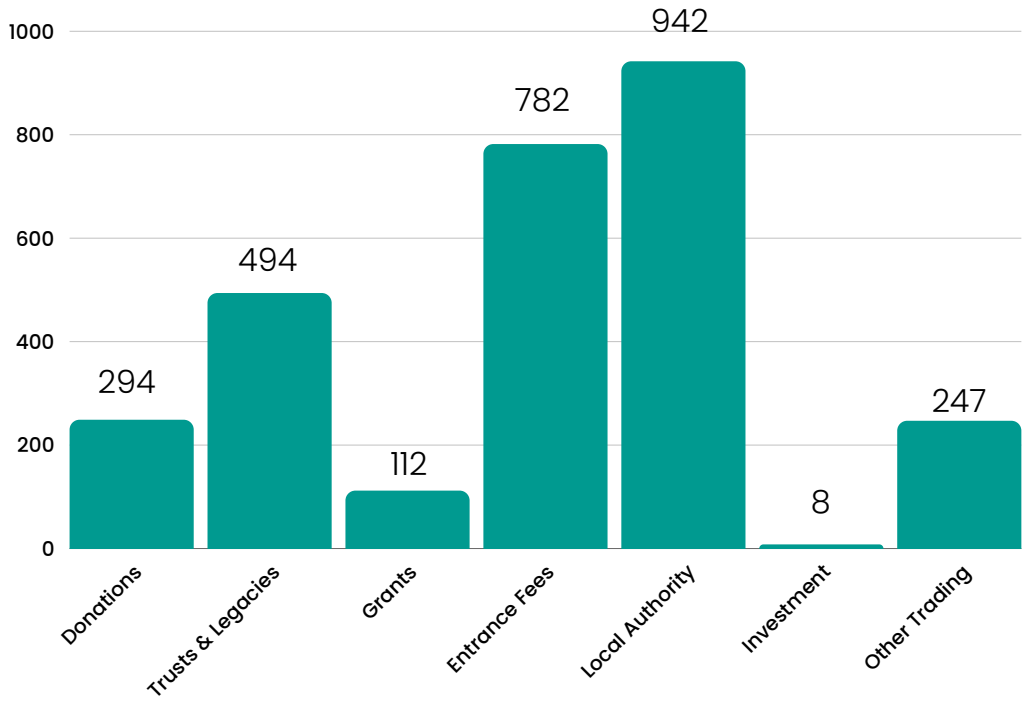
2023-24 income



Total income increased by 13% in 2023/24 to £3.0m (2022/23: £2.6m).

Donations and legacies was £788k (-13% vs 2022/23). This year saw a decrease in trust and foundation income of 25%(-£69k vs. 2022/23), an increase in corporate income of 84% (+£99k vs. 2022/23), income from individuals decreased by £5k (-4% vs. 2022/23), income from communities decreased by £20k (-31% vs. 2022/23) while legacy income decreased 69% (-£69k vs. 2022/23).

Income for charitable activity was £1.8m (+21% vs 2022/23)



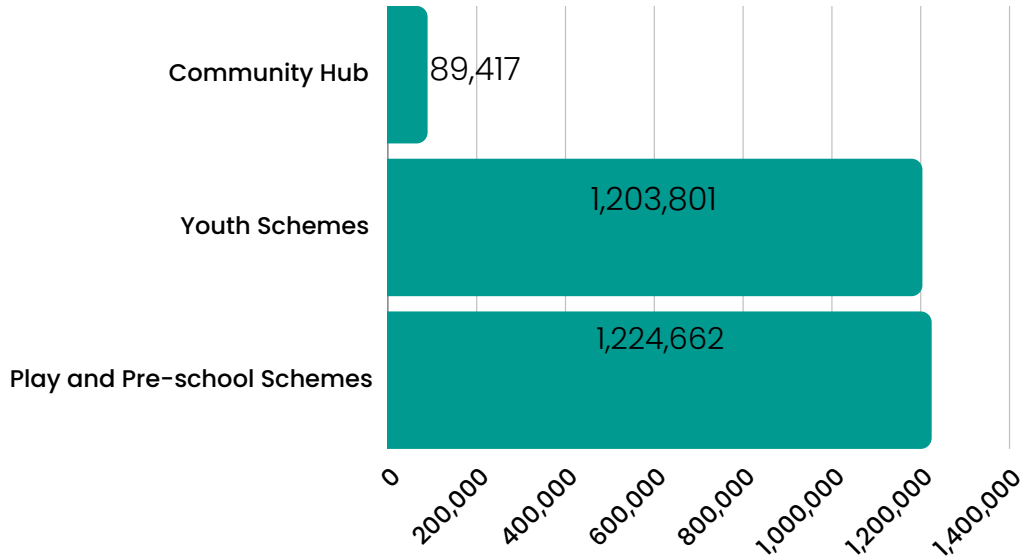
Expenditure

Total expenditure increased by 8% to £2.8m vs. the 2022/23 period. Cost of raising funds increased by 17% vs. 2022/23, charitable expenditure in the year increased by 17% vs. 2022/23. Expenditure on support costs increased by 12% vs. 2022/23.

Support costs include the cost of teams within Finance, People and Culture and Communications, together with investment in staff recruitment, learning and development decreased 16% vs 2022/23. Governance costs decreased by 9% vs. 2022/23.

In accordance with charity accounting practice, Support and Governance costs are allocated to charitable expenditure based on each activity's proportion of delivered hours.

Breakdown of charitable expenditure (£2.3m)



Reserves

Challengers' reserves policy is to maintain free reserves of between 3 and 5 months expenditure, plus an additional £50k-£100k for remedial property repairs and maintenance. Due to seasonal changes in activity levels this will fluctuate throughout the year. However, free reserves should be maintained between £639k and £1,082k.

The main objective of the reserves policy is to deal with short term cashflow challenges to protect the long-term future of the charity. In addition, the trustees believe this level of reserve would allow a safe and sensible closure in the event that this was the only option. Reserves are reviewed monthly at the Finance and Risk subcommittee.

The free reserves level at year end was £559k, representing 2.8 months 2023/24 average operating expenditure.

Year-end designated funds stood at £2.64m, the residual value of this fund is required to support the long-term security of premises and other fixed assets to ensure the charity can meet its objectives.

Of this amount, £2.35m has been set aside for known future depreciation cost on buildings at our Farnham and Guildford centres over the next 50 years.

Risk

The Board's risk appetite guides the risk management process. The Board is not seeking to eliminate risk as there is a recognition that it is necessary to accept the risks that cannot be mitigated in full or which fall beyond Challengers' control.

However, the Senior Leadership Team actively monitor and manage such risks to provide reasonable, but not absolute assurance that the charity is protected. Challengers have a robust risk monitoring process. Risks are ranked by the likelihood of occurrence and impact to the charity.

The Board consider that the principal challenges faced by Challengers, and the associated risks are the need to:

- continue to provide a high quality service, and recruit and retain talented staff;
- continue to operate with a sustainable funding model; and
- ensure voluntary income targets are met.

The Risk Register is reviewed on a monthly basis at the Finance and Risk meeting and in addition at the relevant sub-committee meetings. The management of day-to-day operational risks is delegated to the Senior Leadership Team to proactively manage throughout the year.

The Board approves a comprehensive annual budget and plan for Challengers and the Board and its Committees monitor performance against these plans and budgets on a monthly basis. Material variances, together with any revised financial forecasts, are submitted regularly to the Finance Committee and to the Board.

The Board is satisfied that these systems, combined with internal financial controls and the reserves policy, will ensure that sufficient resources are available to meet the immediate needs of Challengers in the event of adverse conditions.

Going concern

The Trustees take financial governance seriously and each month consider the monthly finance reports, the cashflow and the organisational KPIs to ensure challengers is meeting its charitable objectives and continue to do so in the foreseeable future.

The Board of Trustees agrees that Challengers is a strong and viable going concern. The factors that lead to this conclusion are:

- Demand for Challengers services
- Contracts in place or in the process of being renewed.
- Strong financial governance and current financial position
- Good management control and regular governance
- Effective and proactive management team
- Clearly demonstrable public benefit
- Clear and well-informed strategic plan
- Well-informed income generation plan

Remuneration

Challengers has developed a remuneration statement to provide a clear and transparent set of guidelines which demonstrate accountability and applies to all employees. During the 2023-24 year, Challengers continued as a Real Living Wage employer and committed to pay all staff at least the real living wage on an annual basis. The organisation does not offer an annual discretionary bonus scheme, nor does it offer a long-term incentive plan (LTIP).

The organisation has a series of salary bands in a structure that is fair and equitable. Job roles are mapped onto this structure. Salary bands are benchmarked with industry and local standards to ensure that they are fair as well as remove subjectivity to salary decisions. Each year we continue to monitor this structure and compare with competitors and other organisations.

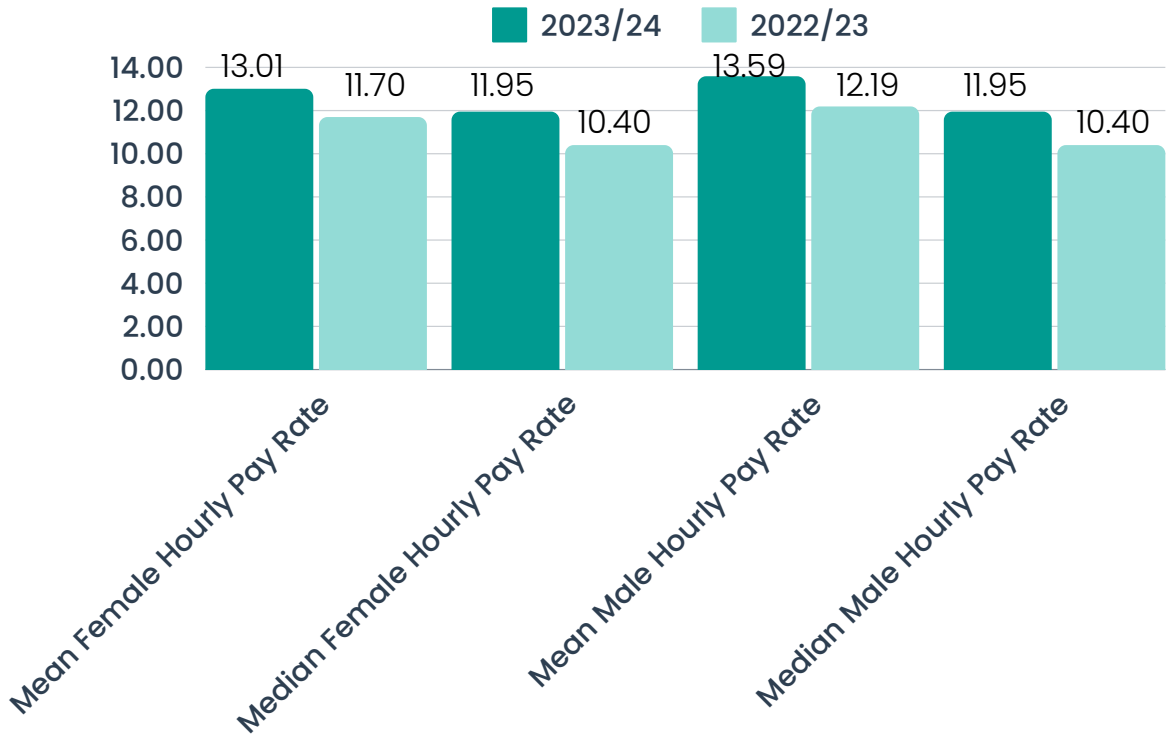
Gender pay gap

Despite great strides being made in the past two decades, a gender pay gap remains in place in the UK. Latest figures suggest there may be a slight improvement in the situation in the UK however there is still a bias towards men.

The Office for National Statistics states that the gender pay gap for full time employees in 2023 was 7.7%, however when you split this by age, the gap for under 40s is close to zero. This reflects our workforce, who are predominantly below the age of 40. As a charity working in the care sector we attract a large number of females to work with us. This is not unusual in our sector and in fact we do attract a good number of males compared to some of our peers.

At Challengers, we enforce a strict pay structure which means that men and women are paid at the same rate for a job role – this is across office and scheme-based roles. We strive to be a learning and equal opportunities organisation that invests in both men and women alike, keen to support them to be the very best they can be for the charity and for themselves.

For our operational staff hourly rates are now based on the Real Living Wage. We pay this rate as a minimum hourly rate to all staff regardless of age and have committed to abide by the Real Living Wage in the future. In addition, service staff working on services within Greater London are paid a minimum rate of the London Living Wage.



Mean Gender Pay Gap %	**4.3%** *(in favour of males)*	**4.0%** *(in favour of males)*
Median Gender Pay Gap %	**0%**	**0%**

Leadership

As with all charities, it is the responsibility of the Trustees to ensure the efficient, legal and professional performance of Challengers. The Chief Executive Officer works with the board to develop the strategic framework, agree the strategic direction and report on the delivery.

TThe operational day-to-day running is delegated to the Senior Leadership Team (SLT) who are:

- Gen Dearman, Chief Executive Officer
- Andrew Kendall, Head of Finance
- Samantha Lane, Head of Fundraising
- Paul Wilson, Head of Service

The SLT provide regular reporting to the Trustees through sub-committee meetings and main board.

Trustee recruitment

Following recruitment, new Trustees will be allocated a 'mentor' from amongst the present Trustees and will undertake an induction programme under the control of the Chief Executive and the mentor. They will be given induction material to allow them to fully understand the charitable purpose of Challengers, its financial situation, its future plans and the current situation of the charity. The new Trustee will be encouraged to visit the centre when children are present and to attend at least one community-based project early on. All Trustees are welcome to attend any of the staff training sessions. The induction information provided to new Trustees is as follows:

- The latest Strategic Review
- Most recent Annual Report and accounts
- Key Policies
- Annual Risk Audit
- Copy of Memorandum and Articles of Association.
- Copies of Charity Commission leaflet CC3 "The Essential Trustee: what you need to know" and Companies House booklet "Being a Director"
- This Trustees Handbook where, as appendices, there is additional important information such as a list of present Trustees, Trustee job description etc.
- Committee terms of reference

Trustee responsibilities

The Trustees (who are also directors of Disability Challengers for the purposes of company law) set and monitor strategy and policies. The Trustees delegate authority to deliver strategy to the Chief Executive Officer and Senior Leadership Team with regular board meetings where reports are received on all the core activities of the charitable company.

The Trustees have established standing sub-groups each with its terms of reference for Finance, Audit & Risk; Safeguarding & Operations; and Fundraising & Communications. They are responsible for preparing the Trustees' annual reports and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (the United Kingdom Generally Accepted Accounting Practice).
Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period.

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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

In so far as Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

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

The Trustees' annual report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime. Auditors Sayer Vincent LLP were re-appointed during the year to act as Challengers' auditors.

The Trustees' report was approved by the Trustees on 4 December 2024 and is signed on their behalf by:

Mr Russell Harvey,
Chair of the Board

Trustees Admin Report

The organisation is a charitable company limited by guarantee, incorporated on 8th October 2001 and registered as a charity on 19th December 2002.The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association. All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 9 to the accounts.

Executive committee

- Chair of the Board – Russell Harvey
- Treasurer – Bernard McAlister
- Board Secretary – Megan Dooley
- Communications Trustee – Alison Stenlake
- Fundraising Trustee – Lee Bennett (appointed January 2024)
- Safeguarding Trustee – Danae Salwan (appointed January 2024)
- Governance Trustee – Kim Sanders
- Trustee Deborah Smith
- Parent Trustee – Natasha Morris
- Trustee – Jake Hatt

Leadership Team

- CEO – Gen Dearman
- Head of Finance – Andrew Kendall
- Head of Fundraising – Samantha Lane (from April 2023)
- Head of Service – Paul Wilson

Advisors

Auditors - Sayer Vincent LLP Invicta House, 108-114 Golden Lane London, EC1Y 0TL
Honorary Legal Advisers - rhw solicitors LLP Ranger House, Walnut Tree Close Guildford, GU1 4UL
Bankers - Barclays Bank PLC, North Street, Guildford, GU1 4AG

Opinion

We have audited the financial statements of Disability Challengers (the 'charitable company') for the year ended 31 March 2024 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including 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 charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 Disability Challengers' ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Trustees' annual report other than the 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 financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Trustees' Annual 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of Trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Annual Report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

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 charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud 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 which included obtaining and reviewing supporting documentation, concerning the charity'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 charity 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 charity 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.
- 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.

Use of our report

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

Joanna Pittman (Senior statutory auditor)
10 December 2024
for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON, EC1Y 0TG

Disability Challengers

Statement of financial activities (incorporating an income and expenditure account)

Company no. 4300724

For the year ended 31 March 2024

	Note	Unrestricted £	Designated £	Restricted £	2024 Total £	Unrestricted £	Designated	Restricted £	2023 Total £
Income from:									
Donations and legacies	2	458,597	-	329,151	**787,748**	373,115	-	535,438	908,553
Charitable activities									
Pre-school and Play	3	848,785	-	-	**848,785**	773,932	-	22,853	796,785
Youth Schemes	3	909,512	-	-	**909,512**	715,734	-	-	715,734
Community Hub	3	7,644	-	70,280	**77,924**	-	-	32,943	32,943
Other trading activities	4	241,762	-	5,517	**247,278**	181,944	-	6,732	188,676
Investments	5	8,253	-	-	**8,253**	2,317	-	-	2,317
Total income		2,474,554	-	404,948	**2,879,502**	2,047,043	-	597,966	2,645,008
Expenditure on:									
Raising funds	6	305,592	-	5,749	**311,341**	266,063	-	-	266,063
Charitable activities									
Pre-school and Play	6	1,020,888	61,727	142,046	**1,224,662**	1,076,339	44,477	143,890	1,264,706
Youth Schemes	6	1,005,882	39,446	158,474	**1,203,801**	930,062	12,205	136,056	1,078,323
Community Hub	6	23,892	-	65,525	**89,417**	-	-	-	-
Other		-	-	-	**-**	-	-	-	-
Total expenditure		2,356,254	101,173	371,793	**2,829,219**	2,272,464	56,682	279,946	2,609,092
Net income / (expenditure) for the year	8	118,300	(101,173)	33,155	**50,283**	(225,421)	(56,682)	318,020	35,917
Transfers between funds		(109,056)	109,056	-	**-**	(252,090)	252,090	-	-
Net movement in funds		9,244	7,883	33,155	**50,283**	(477,511)	195,408	318,020	35,917
Reconciliation of funds:									
Total funds brought forward		550,134	2,628,699	726,554	**3,905,387**	1,027,645	2,433,291	408,534	3,869,470
Total funds carried forward		559,378	2,636,582	759,709	**3,955,670**	550,134	2,628,699	726,554	3,905,387

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 19a to the financial statements.

Disability Challengers

Balance sheet

Company no. 4300724

For the year ended 31 March 2024

	Note	£	2024 £	£	2023 £
Fixed assets:					
Tangible assets	13		**3,262,292**		3,194,857
			3,262,292		3,194,857
Current assets:					
Debtors	14	**500,613**		327,128	
Short term deposits		**173,839**		173,839	
Cash at bank and in hand		**667,310**		876,039	
		1,341,762		1,377,006	
Liabilities:					
Creditors: amounts falling due within one year	15	**(627,888)**		(622,597)	
Net current assets			**713,874**		754,409
Total assets less current liabilities			**3,976,166**		3,949,266
Creditors: amounts falling due after one year	17		**(20,497)**		(43,879)
Total net assets			**3,955,670**		3,905,387
The funds of the charity:	19a				
Restricted income funds			**759,709**		726,554
Unrestricted income funds:					
Designated funds		**2,636,582**		2,628,699	
General funds		**559,379**		550,134	
Total unrestricted funds			**3,195,961**		3,178,833
Total charity funds			**3,955,670**		3,905,387

Approved by the trustees on 4 December 2024 and signed on their behalf by

Russell Harvey
Chairman

Bernard McAlister
Treasurer

Disability Challengers

Statement of cash flows

Company no. 4300724

For the year ended 31 March 2024

	Note	2024		2023	
		£	£	£	£
Cash flows from operating activities					
Net income for the reporting period		**50,283**		35,917	
Depreciation charges	13	**128,512**		103,558	
Interest and rent from investments		**8,253**		2,317	
(Increase)/decrease in debtors	14	**(173,485)**		(77,696)	
Increase/(decrease) in creditors	15	**(18,091)**		186,269	
Net cash provided by / (used in) operating activities			**(4,529)**		250,364
Cash flows from investing activities:					
Dividends, interest and rents from investments		**(8,253)**		(2,317)	
Purchase of fixed assets	13	**(195,947)**		(269,492)	
Net cash provided by / (used in) investing activities			**(204,200)**		(271,809)
Change in cash and cash equivalents in the year			**(208,729)**		(21,445)
Cash and cash equivalents at the beginning of the year			**1,049,878**		1,071,323
Cash and cash equivalents at the end of the year			**841,149**		1,049,878

Analysis of cash and cash equivalents and of net debt

	At 1 April 2023	Cash flows	Other non-cash changes	**At 31 March 2024**
	£	£	£	**£**
Short-term deposits	173,839	-	-	**173,839**
Cash at bank and in hand	876,039	(208,729)	-	**667,310**
Total cash and cash equivalents	1,049,878	(208,729)	-	**841,149**

1 Accounting policies

a) Statutory information

Disability Challengers is a charitable company limited by guarantee and is incorporated in the United Kingdom and Wales.

The registered office address and principal place of business is Challengers Play Centre, Stoke Park, London Road, Guildford, GU1 1TU.

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.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. 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 nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

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

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Having assessed projected future income, expenditure and cash flows over the period to 31 December 2025, including expected service delivery, changes to local authority funding and the variability of fundraising income and analysed the strength of the charity's reserves, liquid assets and its ability to withstand a short-term material fall in income, the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue their activities for the foreseeable future. Therefore, we have continued to adopt the going concern basis in preparing the financial statements.

e) Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is a treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

1 Accounting policies (continued)

g) Interest receivable

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

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering Pre-school, Play, Youth and Young Adult services undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

- Pre-school and Play Schemes 47%
- Youth Schemes 53%

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

- Pre-school and Play Schemes 47%
- Youth Schemes 53%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

1 Accounting policies (continued)

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

• Land	not depreciated
• Buildings	50 years
• Play Equipment	5 - 20 years
• Other Equipment	5 years
• IT Equipment	3 years
• Fixtures and Fittings	5 years
• Motor Vehicles	4 years

l) Debtors

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

m) Cash at bank and in hand

Cash at bank and cash in hand includes cash and Cash at bank that can be withdrawn with no notice.

n) Short term deposits

Short term deposits includes short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

o) 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.

p) Financial instruments

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

q) Pensions

The charitable company operates a defined contribution scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no liability under the scheme other than for the payment of those contributions.

2 Income from donations and legacies

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Gifts	427,633	329,151	**756,784**	273,250	535,438	808,688
Legacies	30,965	-	**30,965**	99,865	-	99,865
	458,597	329,151	**787,748**	373,115	535,438	908,553

3 Income from charitable activities

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Pre-school and play schemes						
Contract - Surrey County Council	254,980	-	**254,980**	217,989	-	217,989
Contract - Hampshire County Council	109,275	-	**109,275**	109,300	-	109,300
Contract - Achieving for Children	140,555	-	**140,555**	170,608	-	170,608
Session fees	302,292	-	**302,292**	276,035	-	276,035
Grants	41,683	-	**41,683**	-	22,853	22,853
Sub-total for Pre-school and play schemes	848,785	-	**848,785**	773,932	22,853	796,785
Youth Schemes						
Contract - Surrey County Council	148,067	-	**148,067**	212,905	-	212,905
Contract - Hampshire County Council	128,994	-	**128,994**	94,270	-	94,270
Contract - West Sussex County Council	64,796	-	**64,796**	35,000	-	35,000
Contract - Achieving for Children	88,018	-	**88,018**	93,999	-	93,999
Session fees	479,637	-	**479,637**	279,561	-	279,561
Grants	-	-		-	-	-
Sub-total for Youth Schemes	909,512	-	**909,512**	715,734	-	715,734
Community Hub						
Contract - Surrey County Council	7,644	-	**7,644**	-	-	-
Grants		70,280	**70,280**	-	32,943	32,943
Sub-total for Community Hub	7,644	70,280	**77,924**	-	32,943	32,943
Total income from charitable activities	1,765,941	70,280	**1,836,222**	1,489,667	55,796	1,545,462

4 Income from other trading activities

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Centre rental	34,792	-	**34,792**	27,076	-	27,076
Sponsored events	36,921	-	**36,921**	34,358	-	34,358
Corportate events	17,057	-	**17,057**	18,055	750	18,805
Other events	136,434	5,517	**141,951**	101,905	5,982	107,887
Miscellaneous	16,558	-	**16,558**	550	-	550
	241,762	5,517	**247,279**	181,944	6,732	188,676

5 Income from investments

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Bank interest on Reserves	8,253	-	**8,253**	2,317	-	2,317
	8,253	-	**8,253**	2,317	-	2,317

6 Analysis of expenditure (current year)

		Charitable activities						
	Raising funds £	Pre-school & Play Schemes £	Youth Schemes £	Community Hub	Governance costs £	Support costs £	**2024 Total £**	**2023 Total £**
Staff costs (Note 9)	245,724	613,129	616,111	75,386	42,917	463,415	**2,056,682**	1,908,167
Activities	-	36,090	85,746	315	-	-	**122,151**	97,282
Motor costs	-	3,069	7,544	-	-	()	**10,613**	19,575
Equipment costs	-	9,019	5,713	14	-	2,362	**17,107**	30,374
Property costs	-	99,300	71,698	6	-	(6,193)	**164,811**	158,320
Insurance	-	9,220	12,176	-	6,523	3,756	**31,674**	36,942
PPS, Phone, Scheme promotion	3,043	14,539	14,539	307	-	5,331	**37,759**	35,696
Depreciation	-	86,234	42,277	-	-	-	**128,512**	103,557
Other costs	30,104	58,709	70,017	9,914	14,048	47,441	**230,233**	188,741
Provision for doubtful debt	-	-	0	-	-	(2,793)	**(2,793)**	1,181
Fundraising direct cost	32,469	-	0	-	-	-	**32,469**	29,255
	311,341	929,308	925,821	85,942	63,488	513,319	**2,829,220**	2,609,092
Support costs	-	262,844	247,383	3,092	-	(513,319)	**-**	-
Governance costs	-	32,509	30,597	382	(63,488)	-	**0**	
Total expenditure 2024	**311,341**	**1,224,662**	**1,203,801**	**89,417**	**-**	**-**	**2,829,220**	2,609,092
Total expenditure 2023	266,064	1,264,706	1,078,322	-	-	-		2,609,092

In 2024 unrestricted expenditure was £2,457,427 (2023: £2,329,147) and restricted expenditure was £371,793 (2023: £279,946).

7 Analysis of expenditure (prior year)

	Charitable activities					
	Raising funds £	Pre-school & Play Schemes £	Youth Schemes £	Governance costs £	Support costs £	2023 Total £
Staff costs (Note 9)	199,377	718,748	500,186	54,130	435,727	**1,908,167**
Activities	-	36,188	61,094	-	-	**97,282**
Motor costs	-	5,171	14,403	-	-	**19,575**
Equipment costs	14,532	32,520	35,104	-	953	**83,110**
Property costs	-	50,455	50,116	-	57,749	**158,320**
Insurance	-	21,162	13,263	2,295	222	**36,942**
PPS, Phone, Scheme promotion	3,062	6,786	5,784	-	20,064	**35,696**
Depreciation	2,989	61,528	20,742	-	18,299	**103,557**
Other costs	16,848	15,615	15,878	13,148	74,517	**136,006**
Provision for doubtful debt	-	-	-	-	1,181	**1,181**
Fundraising direct cost	29,255	-	-	-	-	**29,255**
	266,064	948,173	716,570	69,573	608,712	**2,609,092**
Support costs	-	284,066	324,646	-	(608,712)	**-**
Governance costs	-	32,467	37,106	(69,573)	-	
Total expenditure 2023	**266,064**	**1,264,706**	**1,078,322**	**-**	**-**	**2,609,092**

8 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2024 £	2023 £
Depreciation	**128,512**	103,557
Auditor's remuneration (excluding VAT):		
Audit	**11,250**	10,500
Tax advice	**-**	-

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	**1,912,839**	1,781,022
Social security costs	**117,116**	102,609
Employer's contribution to defined contribution pension schemes	**26,727**	24,536
	2,056,682	1,908,167

One employee earned above £60,000 during the period (2023: one employees earned above £60,000) within the following band.

	2024 number	2023 number
£60,001 - £70,000	0	1
£70,001- £80,000	1	0

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £248,990 (2023: £259,201).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2023: £nil). No charity trustee received payment for professional or other services supplied to the charity (2023: £nil).

10 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 176 (2023: 181).

	2024 No.	2023 No.
Raising funds	**8**	7
Pre-school and Play Schemes	**79**	73
Youth Schemes	**74**	84
Support	**15**	17
	176	181

11 Related party transactions

There are no related party transactions to disclose for 2024 (2023: none).

Donations totalling £3,592 were received from related parties during the year without conditions (2023: £170).

12 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

13 Tangible fixed assets

	Freehold property	Equipment Play	Equipment Other	Motor vehicles	Furniture	**Total**
Cost	£	£	£	£	£	**£**
At the start of the year	3,489,788	543,018	248,837	102,938	14,392	**4,398,973**
Additions in year	58,911	85,754	43,482	-	7,800	**195,947**
Disposals in year	-	-	-	-	-	**-**
At the end of the year	3,548,699	628,772	292,319	102,938	22,192	**4,594,920**
Depreciation						
At the start of the year	649,143	247,192	190,832	102,938	14,012	**1,204,117**
Charge for the year	61,489	33,275	33,149	-	599	**128,512**
Eliminated on disposal	-	-	-	-	-	**-**
At the end of the year	710,633	280,467	223,981	102,938	14,611	**1,332,629**
Net book value						
At the end of the year	2,838,066	348,305	68,338	-	7,581	**3,262,292**
At the start of the year	2,840,645	295,826	58,005	-	380	3,194,857

Land with a value of £681,865 (2023: £681,865) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

14 Debtors

	2024	2023
	£	£
Trade debtors	**334,594**	228,679
Prepayments	**122,792**	83,925
Accrued income	**43,227**	14,524
	500,613	327,128

15 Creditors: amounts falling due within one year

	2024	2023
	£	£
Trade creditors	**56,379**	268,704
Borrowings	**10,000**	10,000
Lease liabilities	**13,854**	22,241
Taxation and social security	**31,321**	21,071
Accruals	**85,604**	119,259
Deferred income (note 16)	**430,729**	181,322
	627,888	622,597

16 Deferred income

Deferred income comprises of Local Authority contracts and session fees booked in advance of delivery.

	2024	2023
	£	£
Balance at the beginning of the year	**181,322**	75,398
Amount released to income in the year	**(181,322)**	(75,398)
Amount deferred in the year	**430,729**	181,322
Balance at the end of the year	**430,729**	181,322

17 Creditors: amounts falling due in greater than one year

	2024	2023
	£	£
Borrowings	**19,167**	29,167
Lease liabilities	**1,330**	14,713
	20,497	43,879

Borrowings comprises a Coronavirus Business Interruption Loan from Barclays Bank repayable over 7 years with the final repayment due in February 2028. The loan is unsecured and is subject to interest of 2.5% per annum.

18a Analysis of net assets between funds (current year)

	General unrestricted	Designated	Restricted	**Total funds**
	£	£	£	**£**
Tangible fixed assets	-	2,555,711	706,582	**3,262,293**
Net current assets	579,875	80,871	53,127	**713,872**
Non-current liabilites	(20,497)	-	-	**(20,497)**
Net assets at 31 March 2024	**559,378**	**2,636,582**	**759,709**	**3,955,670**

18b Analysis of net assets between funds (prior year)

	General unrestricted	Designated	Restricted	**Total funds**
	£	£	£	**£**
Tangible fixed assets	-	2,570,814	624,044	3,194,857
Net current assets	594,013	57,885	102,510	754,409
Non-current liabilities	(43,879)	-	-	(43,879)
Net assets at 1 April 2023	550,134	2,628,699	726,554	3,905,387

19a Movements in funds (current year)

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2024 £
Restricted funds:					
Capital					
Equipment fund	298,884	101,589	16,658	-	**383,815**
Farnham Refurbishment Project	325,348	7,800	10,381	-	**322,767**
Scheme operating					
Pre-school and Play Schemes	48,034	93,242	123,468	-	**17,808**
Youth Schemes	54,289	132,037	155,760	-	**30,565**
Community Hub	-	70,281	65,525		**4,756**
Total restricted funds	726,554	404,948	371,792	-	**759,710**
Unrestricted funds:					
Designated funds:					
Property and Development fund	2,376,609	-	74,950	50,264	**2,351,922**
Property Maintenance fund	50,000	-	-	23,750	**73,750**
Fixed Asset fund	202,090		26,222	35,042	**210,910**
Total designated funds	2,628,699	-	101,173	109,056	**2,636,582**
General funds	550,134	2,474,554	2,356,254	(109,056)	**559,379**
Total unrestricted funds	3,178,832	2,474,554	2,457,426	-	**3,195,961**
Total funds	3,905,387	2,879,502	2,829,219	-	**3,955,671**

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

19b Movements in funds (prior year)

	At 1 April 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2023 £
Restricted funds:					
Capital					
Equipment fund	9,324	294,769	5,209	-	298,884
Farnham Refurbishment Project	334,020	-	8,672	-	325,348
Scheme operating					
Pre-school and Play Schemes	24,263	161,182	137,412	-	48,034
Youth Schemes	40,926	142,014	128,652	-	54,289
Total restricted funds	408,534	597,966	279,946	-	726,554
Unrestricted funds:					
Designated funds:					
Property and Development fund	2,433,291	-	56,682	-	2,376,609
Property Maintenance fund	-	-	-	50,000	50,000
Fixed Asset fund	-	-	-	202,090	202,090
Total designated funds	2,433,291	-	56,682	252,090	2,628,699
General funds	1,027,645	2,047,043	2,272,464	(252,090)	550,134
Total unrestricted funds	3,460,935	2,047,043	2,329,147	-	3,178,833
Total funds	3,869,469	2,645,008	2,609,092	-	3,905,387

Transfers between funds

2024: Transfer of £23,750 from unrestricted General funds to Designated funds to increase the Property Maintenance fund in Designated funds.
Transfer of £85,306 from unrestricted General Funds to Designated funds relating to the transfer of tangible fixed assets from General Funds to Designated funds.
2023: Transfer of £50,000 from unrestricted General funds to Designated funds to establish the Property Maintenance fund in Designated funds.
Transfer of £252,090 from unrestricted General Funds to Designated funds relating to the transfer of tangible fixed assets from General Funds to Designated funds.

Purposes of restricted funds

Equipment fund - Represents donations for specific item of equipment. Depreciation being provided over the useful life of the item.

Farnham Building Refurbishment Project - During 2018 our play and youth buildings at our Farnham site under went significant refurbishment. The project was completed in January 2019.

This fund will cover future depreciation charges associated with refurbishment.

Purposes of designated funds

Property and Development fund - Is the result of two capital campaigns one to buy the land and buildings at Challengers Farnham centre and the other to build Challengers new centre at Guildford which was completed in 2013. This fund will cover future depreciation and maintenance charges for both properties.

Property Maintenance fund - This designated fund has been established to cover the cost of building maintenace and repairs of our Farnham and Guildford sites.

20 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

DISABILITY CHALLENGERS

England & Wales - Charity number 1095134

Accounts

Challengers

Annual Report
April 2022 – March 2023

Disability Challengers | Company No: 4300724 | Registered Charity No: 1095134

CEO Report

Challengers is a charity that aims to transform the lives of disabled children and young people through the power of play. Our services are delivered from our buildings in Guildford and Farnham, and through partnerships with schools and venues in Richmond, Kingston, Basingstoke, Winchester, Eastleigh and Chichester.

We have a non-exclusion policy, meaning ALL children and young people are welcomed and safe, and their individual needs are supported even if they are multiple and complex. Our inclusive approach is something all Challengers employees are very proud of.

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Sadly in the last year we have seen an increase in the demand for our play and youth services, as well as an under-investment. Alongside other charities, we have faced a challenging fundraising environment and witnessed the effects of the cost of living crisis on our beneficiaries and staff. These difficulties withstanding, we continue to work in partnership with Local Authorities to provide a creative and impactful service to as many families as possible. As one of our Service Managers, Sophie recently wrote:

"The impact our service has on disabled children and their families is huge. For many of the young people we support, Challengers is the only social outlet that they have outside of school. When they come to us they can have fun trying new things and forming friendships, helping them to feel much less isolated."

The last year also saw some fantastic accomplishments. Through funding from the National Lottery Community Fund we were able to announce the launch of The Hub – a service providing holistic support to the families of children with disabilities. Co-created by our parents, it has already started to provide services such as family fun days and 'drop in sessions' to encourage peer to peer support.

We also started our new playground build in Guildford following a year of fundraising. The playground will be inclusive and accessible, and thanks to the lottery funding families in the community will also benefit from our facilities. It will be great to work with Russell and the Board as we move forward into the new year.

Gen Dearman,
CEO of Challengers

Chair Report

As we conclude another impactful year at Challengers, my first as Chair of this wonderful charity, the Trustees and I would like to express our gratitude to CEO Gen Dearman and the Senior Leadership Team for their exceptional dedication.

Their efforts have been instrumental in steering Challengers through a difficult year, marked by an ever-growing demand for our services, financial constraints and a tough fundraising environment. I'd also like to thank each and every member of Team Orange for all of their hard work – I'm in awe of your devotion.

I commend the team for their hard work navigating these challenges while upholding our commitment to inclusivity, ensuring that no child or young person will ever be turned away due to the complexity of their needs. Despite adversities, the past year has brought many noteworthy achievements. In particular, the build of the new inclusive playground in Guildford marks a tangible step toward enriching our facilities and bringing our charitable vision to life.

Looking at the year ahead, I'm excited to collaborate with the board to advance the charity's strategic goals, and support the team to provide vital services for as many families as possible. I look forward to the opportunities and challenges that lie ahead, and to contributing to transforming the lives of disabled children and young people through the power of play.

Russell Harvey,
Chair of Challengers Trustee Board

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 XX 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. This trustees' annual report includes a directors' report as required by company law.

About Challengers

Challengers has been operating for over 40 years, providing thousands of disabled children and young people with opportunities to play, have fun, and make friends. While lots has changed in that time - the locations we operate in, the people, and even the charity's name - our vision hasn't changed since 1979.

Vision

A world where all children and young people can play together freely.

Mission

To provide truly inclusive, fun and safe spaces where all disabled children and young people can spend time with their friends. To offer a positive impact for families and the wider community.

Our approach

Challengers is a place where everyone is welcome and celebrated for who they are. Young people are free to play and experience new things, and we will never exclude someone on the grounds of their additional needs.

We believe that we deliver play and leisure in a truly inclusive and aspirational way, showing that there is no reason why disabled children and young people should be excluded from playing an active part in society.

We hope that in doing so, we are leading by example and can positively influence other providers, as well as the way that society views disability.

Our impact

Aside from bringing joy to the children themselves, another benefit of Challengers is the short breaks it provides for families.

Raising a disabled child can be extremely demanding, therefore it's vital that families can access respite. Parents can relax knowing that their child is safe and happy at Challengers with our trained staff.

Our staff are fundamental to delivering positive change. Many come with little or no experience of disability, but through their training and experiences they develop a real commitment to equality and inclusion.

Strategy

As part of the charity's strategy which we established in 2020, we have identified three core goals that bring our vision and mission to life. Our priorities serve to support our goals, which are supported by firm foundations and five core values which we strive to embody as an organisation.

We are making good progress with our current strategy, and will be starting work in the second half of 2023 on a strategy refresh, revisiting our mission as part of this.

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remain focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

Strategy

Our current strategy focuses on three main goals, underpinned by priorities, foundations and values. These are set out below.

Goals

- Enable the people we support to develop skills and confidence through play
- Contribute to a more inclusive society by challenging the barriers to play
- Connect families together and enable a community of information sharing and support

Priorities

- Excel at providing inclusive play opportunities
- Evidence our impact in the communities we serve
- Share knowledge and expertise with a wider audience
- Establish a Community Hub

Foundations

- Staff happiness
- Sustainable business model
- Sound governance
- Culture of continuous improvement

Values

Inclusive Playful Trustworthy

Ambitious Accountable

2022-23 in numbers

90,065
Hours of play

735
Children supported

2,070
Sessions delivered

Hours by service

- Pre-school: 33,726
- Play: 30,012
- Youth: 19,592
- 555 Service: 3,738

This delivery was in line with our contractual commitments and other delivery targets.

What families think

99% of families scored our staff as good or excellent

95% of parents say that Challengers improves their own wellbeing as a parent/carer

91% of parents agree Challengers reduces their child's loneliness and isolation

90% of families feel that Challengers helps improve their child's social skills

Challengers Parent & Carer Survey - October 2022

Fundraising statement and conditions

Challengers' mission is to provide truly inclusive, fun and safe places where all disabled children and young people can spend time with their friends, and to offer a positive impact on families and the wider community. Achieving this mission is only possible through raising the funds for the services. The mission informs the fundraising choices made as we strive to provide inclusive opportunities and promote inclusion throughout our fundraising.

Despite the continued challenges of fundraising since the pandemic and with the increase in the cost of living, we raised **£941k** in voluntary income, **up 22%** from the previous financial year. This was in line with targets for the year. Some of our donors and supporters are listed overleaf in grateful thanks.

Our biggest area of growth was trusts and foundations, **up 31% (£129k)** on the previous year. This was due to the launch of the Big Play Appeal, to which trusts and foundations contributed over £250k. The appeal was launched to fund the building of a new, accessible and inclusive adventure playground at our Guildford Play centre. The appeal raised a total of **£302,579** and we are so grateful to everyone who contributed, enabling us to start the new playground build in January 2023.

Throughout the year we also received the generous support of many local companies, individuals and community groups through donations, staff fundraising, events and street collections, among many other things! Our thanks go out to everyone who gave donations and contributed their time and other resources to enable Challengers to provide vital support to disabled children and young people.

Volunteers are a vital part of #TeamOrange, and in 2022-23 contributed **1,957 hours** helping out at our Play and Youth schemes, lending a hand to decorating projects, coming into the office and supporting our admin work, and being the faces of Challengers at our many public events. We are grateful to everyone who has given up their time to make what we do possible.

Challengers remains committed to a fair and ethical approach to all our fundraising practices. We strive to build long-term relationships to grow a more sustainable approach to fundraising which will maximise return over the longer term. We are registered with the Fundraising Regulator, are signed up to the Fundraising Preference Service, and comply with the revised standards outlined in the Fundraising Regulator's Code of Fundraising Practice for the UK and our own Ethical Fundraising Policy and Vulnerable People Policy.

All of our fundraising is carried out by our in-house fundraising team alongside volunteers who are supported by us to fundraise on our behalf. Volunteers, whether acting as individuals, in the workplace or as community groups, receive information and guidance from us and we maintain regular contact to oversee their activities to ensure they comply with the Code of Fundraising Practice.

We do not work with Professional Fundraising Organisations or Commercial Participators to solicit donations, have a strict policy of never selling or passing on our supporters' personal data, and have never bought fundraising data from a third party. In the period 2022-23 we received no complaints about fundraising.

With thanks to all of our donors and supporters

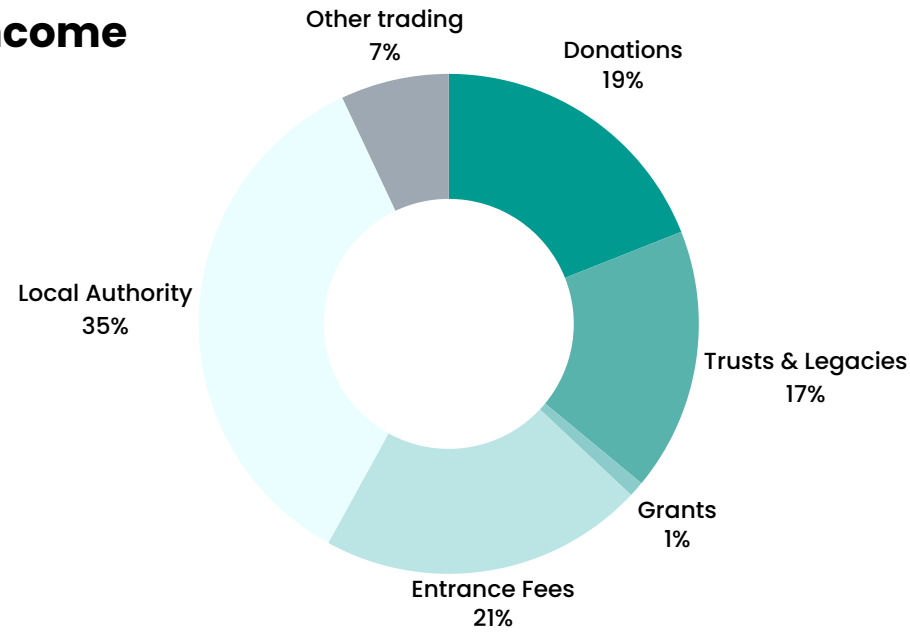
- Farnham Town Council
- Community Foundation for Surrey
- Awards For All
- Heathrow Community Trust
- The Louis Ross Foundation
- Chapman Charitable Trust
- The Lake House Charitable Foundation
- St Peter's Home and Sisterhood
- Guildford Poyle Charities
- Matthew 25:35 Trust
- The Dorothy Pamela Smith CIO
- Shanly Foundation
- Albert Hunt
- Edward Gostling Foundation
- The Beatrice Laing Trust
- Bernard Sunley Foundation
- Your Fund Surrey
- Scope
- Wheelwrights Charity
- Children In Need

Financial overview

The 2022/23 year reported a surplus of £35k across all funds. Unrestricted funds had a deficit of £225k, the restricted funds had a surplus of £318k and the designated funds had a deficit of £57k. The designated funds deficit relates to depreciation charges against assets acquired in previous years. The restricted funds surplus was a result of restricted income received in the current year that will be spent in future years, or was used to fund capital expenditure, particularly the new playground at our Guildford centre.

The unrestricted funds recorded a deficit as a result of increased costs of running our services while income was fixed with a number of contracts ending in March 2023 and being renewed at new rates commencing in the next financial year. During the year, all of our local authority contracts were successfully re-tendered. This will enable us to continue operating in a sustainable manner in future years.

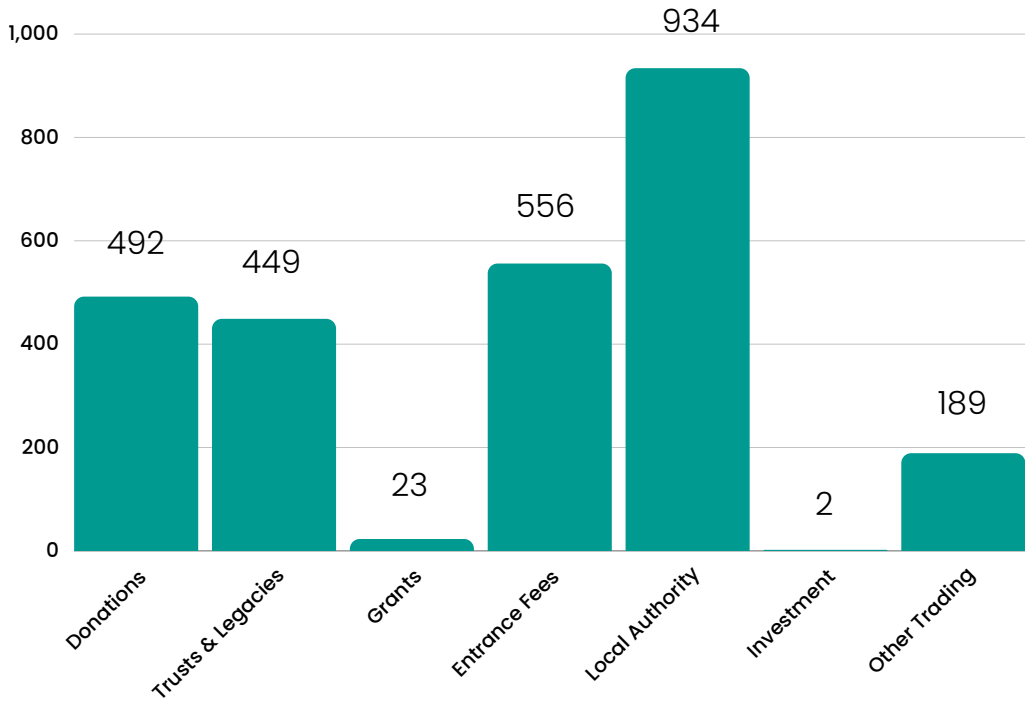
2022-23 income



Total income decreased by 7% in 2022/23 to £2.6m (2021/22: £2.9m for an extended 15 month period).

Donations and legacy was £941k (+22% vs 2021/22). This year saw an increase in trust and foundation income of 31% (+£129k vs. 2021/22), a reduction in corporate income of 3% (-£4k vs. 2021/22), income from individuals increased by £15k (+15% vs. 2021/22), income from communities increased by £16k (+32% vs. 2021/22k) while legacy income was £100k (£3k 2021/22).

Income for charitable activity was £1.5m (-18% vs 2021/22)



Expenditure

Total expenditure decreased by 11% to £2.6m vs. the 15 month 2021/22 period. Cost of raising funds decreased by 3% vs. 2021/22, Charitable expenditure in the year decreased by 18% vs. 2021/22.

Expenditure on support costs increased by 12% vs. 2021/22. Support costs include the cost of teams within Finance, Quality and Communications together with investment in staff recruitment, learning and development. Governance costs decreased by 1% vs. 2021/22.

In accordance with charity accounting practice, Support and Governance costs are allocated to charitable expenditure based on each activity's proportion of delivered hours.

Breakdown of charitable expenditure (£2.3m)

Reserves

Challengers' reserves policy is to maintain free cash reserves of between 3 and 5 months expenditure, plus an additional £50k-£100k for remedial property repairs and maintenance. Due to seasonal changes in activity levels this will fluctuate throughout the year. However, free reserves should be maintained between £531k and £901k.

The main objective of the reserves policy is to deal with short term cashflow challenges to protect the long-term future of the charity. In addition, the trustees believe this level of reserve would allow a safe and sensible closure in the event that this was the only option. Reserves are reviewed monthly at the Finance and Risk subcommittee.

The free cash reserves level at year end was £550k, representing 3.4 months 2022/23 average operating expenditure.

Year-end designated funds stood at £2.63m, the residual value of this fund is required to support the long-term security of premises and other fixed assets to ensure the charity can meet its objectives.

Of this amount £2.32m has been set aside for known future depreciation cost on buildings at our Farnham and Guildford centres over the next 50 years.

Risk

The Board's risk appetite guides the risk management process. The Board is not seeking to eliminate risk as there is a recognition that it is necessary to accept the risks that cannot be mitigated in full or which fall beyond Challengers' control. However, the Senior Leadership Team actively monitor and manage such risks to provide reasonable, but not absolute assurance that the charity is protected. Challengers have a robust risk monitoring process. Risks are ranked by the likelihood of occurrence and impact to the charity.

The Board consider that the principal challenges faced by Challengers, and the associated risks are the need to:

- continue to provide a high quality service, and recruit and retain talented staff;
- continue to operate with a sustainable funding model; and
- ensure voluntary income targets are met.

The Risk Register is reviewed on a monthly basis at the Finance and Risk meeting and in addition at the relevant sub-committee meetings. The management of day-to-day operational risks is delegated to the Senior Leadership Team to proactively manage throughout the year.

The Board approves a comprehensive annual budget and plan for Challengers and the Board and its Committees monitor performance against these plans and budgets on a monthly basis. Material variances, together with any revised financial forecasts, are submitted regularly to the Finance Committee and to the Board.

The Board is satisfied that these systems, combined with internal financial controls and the reserves policy, will ensure that sufficient resources are available to meet the immediate needs of Challengers in the event of adverse conditions.

Going concern

The Trustees take financial governance seriously and each month consider the monthly finance reports, the cashflow and the organisational KPIs to ensure challengers is meeting its charitable objectives and continue to do so in the foreseeable future.

The Board of Trustees agree that Challengers is a strong and viable going concern. The factors that lead to this conclusion are:

- Demand for Challengers services
- Contracts in place or in the process of being renewed.
- Strong financial governance and current financial position
- Good management control and regular governance
- Effective and proactive management team
- Clearly demonstrable public benefit
- Clear and well-informed strategic plan
- Well-informed income generation plan

Remuneration

Challengers has developed a remuneration statement to provide a clear and transparent set of guidelines which demonstrate accountability and applies to all employees. During the 2022/23 year, Challengers continued as a Real Living Wage employer and committed to pay all staff at least the real living wage on an annual basis. The organisation does not offer an annual discretionary bonus scheme, nor does it offer a long-term incentive plan (LTIP).

The organisation has a series of salary bands in a structure that is fair and equitable. Job roles are mapped onto this structure. Salary bands are benchmarked with industry and local standards to ensure that they are fair as well as remove subjectivity to salary decisions. Each year we continue to monitor this structure and compare with competitors and other organisations.

Gender pay gap

Despite great strides being made in the past two decades, a gender pay gap remains in place in the UK. Latest figures suggest there may be a slight improvement in the situation in the UK however there is still a bias towards men.

The Office for National Statistics states that the gender pay gap for full time employees in 2022 was 8.3%, however when you split this by age, the gap for under 40s is close to zero. This reflects our workforce, who are predominantly below the age of 40. As a Charity working in the care sector we attract a large number of females to work with us. This is not unusual in our sector and in fact we do attract a good number of males compared to some of our peers.

At Challengers, we enforce a strict pay structure which means that men and women are paid at the same rate for a job role – this is across office and scheme-based roles. We strive to be a learning and equal opportunities organisation that invests in both men and women alike, keen to support them to be the very best they can be for the charity and for themselves.

For our operational staff hourly rates are now based on the Real Living Wage. We pay this rate as a minimum hourly rate to all staff regardless of age and have committed to abide by the Real Living Wage in the future. In addition, service staff working on services within Greater London are paid a minimum rate of the London Living Wage.

Mean Gender Pay Gap %	4% *(in favour of males)*	0.7% *(in favour of males)*
Median Gender Pay Gap %	0%	0%

Leadership

As with all charities, it is the responsibility of the Trustees to ensure the efficient, legal and professional performance of Challengers. The Chief Executive Officer works with the board to develop the strategic framework, agree the strategic direction and report on the delivery.

The operational day to day running is delegated to the Senior Leadership Team (SLT) who are:

- Gen Dearman, Chief Executive Officer
- Andrew Kendall, Head of Finance
- Samantha Lane, Head of Fundraising
- Paul Wilson, Head of Service

The SLT provide regular reporting to the trustees through sub-committee meetings and main board.

Trustee recruitment

Following recruitment, new trustees will be allocated a 'mentor' from amongst the present trustees and will undertake an induction programme under the control of the Chief Executive and the mentor. He/she will be given induction material to allow them to fully understand the charitable purpose of Challengers, its financial situation, its future plans and the current situation of the charity. The new trustee will be encouraged to visit the centre when children are present and to attend at least one community based project early on. All trustees are welcome to attend any of the staff training sessions. The induction information provided to new trustees is as follows:

1) The latest Strategic Review
2) Most recent annual report and accounts
3) Key Policies
4) Annual Risk Audit
5) Copy of Memorandum and Articles of Association.
6) Copies of Charity Commission leaflet CC3 "The Essential Trustee: what you need to know" and Companies House booklet "Being a Director"
7) This Trustees Handbook where, as appendices, there is additional important information such as a list of present trustees, trustee job description etc.
8) Committee terms of reference

Trustee responsibilities

The Trustees (who are also directors of Disability Challengers for the purposes of company law) set and monitor strategy and policies. The Trustees delegate authority to deliver strategy to the Chief Executive Officer and Senior Leadership Team with regular board meetings where reports are received on all the core activities of the charitable company.

The Trustees have established standing sub-groups each with its terms of reference for Finance, Audit & Risk; Safeguarding & Operations; and Fundraising & Communications. They are responsible for preparing the Trustees' annual reports and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (the United Kingdom Generally Accepted Accounting Practice).

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

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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

In so far as Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

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

The Trustees' annual report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime. Auditors Sayer Vincent LLP were re-appointed during the year to act as Challengers' auditors.

The Trustees' report was approved by the Trustees on 05/12/2023 and is signed on their behalf by:

Mr Russell Harvey,
Chair of the Board

Trustees Admin Report

The organisation is a charitable company limited by guarantee, incorporated on 8th October 2001 and registered as a charity on 19th December 2002. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association. All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note XX to the accounts.

Executive committee

- Chair of the Board - Russell Harvey (appointed March 2023)
- Interim Chair of the Board and Parent Trustee - Gail Bedding (resigned March 2023)
- Chair of the Board - Graeme Stretton (resigned June 2022)
- Treasurer – Bernard McAlister
- Board Secretary - Megan Dooley
- Communications Trustee - Alison Stenlake
- Fundraising Trustee - Rachel Bartholomeusz (resigned December 2022)
- Legal Trustee - Holly Chantler (resigned December 2022)
- Safeguarding Trustee - Sormeh Nikourazm (resigned March 2023)
- Governance Trustee - Kim Sanders
- Parent Trustee - Deborah Smith
- Parent Trustee - Natasha Morris
- Trustee – Jake Hatt (appointed December 2022)

Leadership Team

- CEO – Gen Dearman
- Head of Finance – Andrew Kendall
- Head of People and Culture – Laura Baxter (until March 2023)
- Head Of Fundraising – Carla Gill (until January 2023), Samantha Lane (from April 2023)
- Head of Service – Paul Wilson

Advisors

Auditors - Sayer Vincent LLP Invicta House, 108-114 Golden Lane London, EC1Y 0TL
Honorary Legal Advisers - rhw solicitors LLP Ranger House, Walnut Tree Close Guildford, GU1 4UL
Bankers - Barclays Bank PLC, North Street, Guildford, GU1 4AG

Challengers

www.disability-challengers.org
Stoke Park, Guildford, Surrey, GU1 1TU

Registered Charity Number: 1095134
Companies House: 04300724

Opinion

We have audited the financial statements of Disability Challengers (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including 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 charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 Disability Challengers' ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

The other information comprises the information included in the trustees' annual report other than the 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 financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or

- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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 charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud 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 which included obtaining and reviewing supporting documentation, concerning the charity'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 charity 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 charity 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.
- 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.

Use of our report

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

Joanna Pittman (Senior statutory auditor)
8 December 2023
for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Disability Challengers

Statement of financial activities (incorporating an income and expenditure account)

Company no. 4300724

For the year ended 31 March 2023

	Note	Unrestricted £	Designated £	Restricted £	2023 Total £	Unrestricted £	Designated	Restricted £	15 months to 31 March 2022 Total £
Income from:									
Donations and legacies	2	373,115	–	568,381	**941,496**	451,622	–	317,188	768,810
Charitable activities									
Pre-school and Play	3	773,932	–	22,853	**796,785**	936,027	–	100,078	1,036,105
Youth Schemes	3	715,734	–	–	**715,734**	799,010	–	14,856	813,866
Other trading activities	4	181,944	–	6,732	**188,676**	215,431	–	19,918	235,348
Investments	5	2,317	–	–	**2,317**	1,008	–	–	1,008
Total income		2,047,043	–	597,966	**2,645,009**	2,403,098	–	452,040	2,855,138
Expenditure on:									
Raising funds	6	266,064	–	–	**266,064**	274,688	–	–	274,688
Charitable activities									
Pre-school and Play	6	1,076,339	44,477	143,890	**1,264,706**	1,160,567	68,097	285,812	1,514,476
Youth Schemes	6	930,062	12,205	136,056	**1,078,323**	834,787	27,756	264,389	1,126,932
Total expenditure		2,272,464	56,682	279,946	**2,609,092**	2,270,042	95,853	550,201	2,916,095
Net income / (expenditure) for the year	8	(225,421)	(56,682)	318,020	**35,917**	133,057	(95,853)	(98,161)	(60,957)
Transfers between funds		(252,090)	252,090	–	**–**		–	–	–
Net movement in funds		(477,511)	195,408	318,020	**35,917**	133,057	(95,853)	(98,161)	(60,957)
Reconciliation of funds:									
Total funds brought forward		1,027,645	2,433,291	408,534	**3,869,470**	894,588	2,529,144	506,695	3,930,427
Total funds carried forward		550,134	2,628,699	726,554	**3,905,387**	1,027,645	2,433,291	408,534	3,869,470

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 18a to the financial statements.

Disability Challengers

Balance sheet

Company no. 4300724

For the year ended 31 March 2023

	Note	£	2023 £	£	2022 £
Fixed assets:					
Tangible assets	13		**3,194,857**		3,028,922
			3,194,857		3,028,922
Current assets:					
Debtors	14	**327,128**		249,431	
Short term deposits		**173,839**		173,839	
Cash at bank and in hand		**876,039**		897,484	
		1,377,006		1,320,755	
Liabilities:					
Creditors: amounts falling due within one year	15	**(622,597)**		(410,375)	
Net current assets			**754,409**		910,380
Total assets less current liabilities			**3,949,266**		3,939,303
Creditors: amounts falling due after one year	17		**(43,879)**		(69,833)
Total net assets			**3,905,387**		3,869,470
The funds of the charity:	19a				
Restricted income funds			**726,554**		408,534
Unrestricted income funds:					
Designated funds		**2,628,699**		2,433,291	
General funds		**550,134**		1,027,645	
Total unrestricted funds			**3,178,833**		3,460,936
Total charity funds			**3,905,387**		3,869,470

Approved by the trustees on 5 December 2023 and signed on their behalf by

Russell Harvey
Chairman

Bernard McAlister
Treasurer

Disability Challengers

Statement of cash flows

Company no. 4300724

For the year ended 31 March 2023

	Note	2023		2022	
		£	£	£	£
Cash flows from operating activities					
Net income for the reporting period		**35,917**		(60,957)	
Depreciation charges	13	**103,558**		138,814	
Interest and rent from investments		**2,317**		1,008	
(Increase)/decrease in debtors	14	**(77,696)**		(112,541)	
Increase/(decrease) in creditors	15	**186,269**		15,214	
Net cash provided by / (used in) operating activities			**250,364**		(18,464)
Cash flows from investing activities:					
Dividends, interest and rents from investments		**(2,317)**		(1,008)	
Purchase of fixed assets	13	**(269,492)**		(90,338)	
Net cash provided by / (used in) investing activities			**(271,809)**		(91,346)
Change in cash and cash equivalents in the year			**(21,445)**		(109,809)
Cash and cash equivalents at the beginning of the year			**1,071,323**		1,181,133
Cash and cash equivalents at the end of the year			**1,049,878**		1,071,323

Analysis of cash and cash equivalents and of net debt

	At 1 April 2022	Cash flows	Other non-cash changes	**At 31 March 2023**
	£	£	£	**£**
Short-term deposits	173,839	–	–	**173,839**
Cash at bank and in hand	897,484	(21,445)	–	**876,039**
Total cash and cash equivalents	1,071,323	(21,445)	–	**1,049,878**

1 Accounting policies

a) Statutory information

Disability Challengers is a charitable company limited by guarantee and is incorporated in the United Kingdom and Wales.

The registered office address and principal place of business is Challengers Play Centre, Stoke Park, London Road, Guildford, GU1 1TU.

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.

The charity's accounting reference period ending 31 December 2021 has been extended to 15 months so as to end on 31 March 2022. Subsequent periods will 12 months ending on 31 March in future years. The trustees consider that ending the accounting period on 31 March allows readers of the financial statements to better understand income and expenditure relating to the main contractual relationships of the charity.

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. 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 nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

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

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Having assessed projected future income, expenditure and cash flows over the period to 31 December 2024, including expected service delivery, changes to local authority funding and the variability of fundraising income and analysed the strength of the charity's reserves, liquid assets and its ability to withstand a short-term material fall in income, the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue their activities for the foreseeable future. Therefore, we have continued to adopt the going concern basis in preparing the financial statements.

e) Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is a treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

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

1 Accounting policies (continued)

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering Pre-school, Play, Youth and Young Adult services undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

- Pre-school and Play Schemes 47%
- Youth Schemes 53%

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

- Pre-school and Play Schemes 47%
- Youth Schemes 53%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Land not depreciated
- Buildings 50 years
- Play Equipment 5 - 20 years
- Other Equipment 5 years
- IT Equipment 3 years
- Fixtures and Fittings 5 years
- Motor Vehicles 4 years

l) Debtors

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

m) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

n) 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.

o) Financial instruments

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

1 Accounting policies (continued)

p) Pensions

The charitable company operates a defined contribution scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no liability under the scheme other than for the payment of those contributions.

2 Income from donations and legacies

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	15 months to 31 March 2022 Total £
Gifts	273,250	568,381	**841,631**	368,619	313,588	682,207
Legacies	99,865	-	**99,865**	3,000	-	3,000
Donated services	-	-	**-**	-	3,600	3,600
Furlough Income	-	-	**-**	80,003	-	80,003
	373,115	568,381	**941,496**	451,622	317,188	768,810

3 Income from charitable activities

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	15 months to 31 March 2022 Total £
Pre-school and play schemes						
Contract - Surrey County Council	217,989	-	**217,989**	322,109	-	322,109
Contract - Hampshire County Council	109,300	-	**109,300**	177,410	-	177,410
Contract - Achieving for Children	170,608	-	**170,608**	105,882	-	105,882
Session fees	276,035	-	**276,035**	330,626	-	330,626
Grants	-	22,853	**22,853**	-	100,078	100,078
Sub-total for Pre-school and play schemes	773,932	22,853	**796,785**	936,027	100,078	1,036,105
Youth Schemes						
Contract - Surrey County Council	212,905	-	**212,905**	295,855	-	295,855
Contract - Hampshire County Council	94,270	-	**94,270**	184,637	-	184,637
Contract - Reading Borough Council	-	-	**-**	4,380	-	4,380
Contract - West Sussex County Council	35,000	-	**35,000**	61,508	-	61,508
Contract - Achieving for Children	93,999	-	**93,999**	56,524	-	56,524
Session fees	279,561	-	**279,561**	196,106	-	196,106
Grants	-	-	**-**	-	14,856	14,856
Sub-total for Youth Schemes	715,734	-	**715,734**	799,010	14,856	813,866
Total income from charitable activities	1,489,667	22,853	**1,512,519**	1,735,037	114,934	1,849,972

4 Income from other trading activities

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	15 months to 31 March 2022 Total £
Centre rental	27,076	-	**27,076**	30,694	-	30,694
Sponsored events	34,358	-	**34,358**	38,313	19,418	57,730
Corportate events	61,516	750	**62,266**	56,028	-	56,028
Other events	58,443	5,982	**64,425**	72,454	500	72,954
Profit / (Loss) on sale of non-current assets	-	-	**-**	5,000	-	5,000
Miscellaneous	550	-	**550**	12,941	-	12,941
	181,944	6,732	**188,676**	215,431	19,918	235,348

5 Income from investments

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	15 months to 31 March 2022 Total £
Bank interest on Reserves	2,317	-	**2,317**	1,008	-	1,008
	2,317	-	**2,317**	1,008	-	1,008

6 Analysis of expenditure (current year)

		Charitable activities					
	Raising funds £	Pre-school & Play Schemes £	Youth Schemes £	Governance costs £	Support costs £	**2023 Total £**	15 months to 31 March 2022 Total £
Staff costs (Note 9)	199,377	718,748	500,186	54,130	435,727	**1,908,167**	2,065,777
Activities	–	36,188	61,094	–	–	**97,282**	66,087
Motor costs	–	5,171	14,403	–	–	**19,575**	23,324
Equipment costs	14,532	32,520	35,104	–	953	**83,110**	112,466
Property costs	–	50,455	50,116	–	57,749	**158,320**	217,600
Insurance	–	21,162	13,263	2,295	222	**36,942**	41,729
PPS, Phone, Scheme promotion	3,062	6,786	5,784	–	20,064	**35,696**	48,637
Depreciation	2,989	61,528	20,742	–	18,299	**103,557**	138,814
Other costs	16,848	15,615	15,878	13,148	74,517	**136,006**	163,734
Provision for doubtful debt	–	–	–	–	1,181	**1,181**	14,294
Fundraising direct cost	29,255	–	–	–	–	**29,255**	23,634
	266,064	948,173	716,570	69,573	608,712	**2,609,092**	2,916,095
Support costs	–	284,066	324,646	–	(608,712)	**–**	–
Governance costs	–	32,467	37,106	(69,573)	–		
Total expenditure 2023	**266,064**	**1,264,706**	**1,078,322**	**–**	**–**	**2,609,092**	2,916,095
Total expenditure 2022	274,688	1,514,476	1,126,932	–	–		2,916,095

In 2023 unrestricted expenditure was £2,329,147 (2022: £2,365,894) and restricted expenditure was £279,946 (2022: £550,201).

7 Analysis of expenditure (prior year)

		Charitable activities				
	Raising funds £	Pre-school & Play Schemes £	Youth Schemes £	Governance costs £	Support costs £	15 months to 31 March 2022 Total £
Staff costs (Note 9)	231,293	802,029	502,826	56,353	473,276	**2,065,777**
Activities	–	23,311	42,775	–	–	**66,087**
Motor costs	–	10,788	11,579	–	957	**23,324**
Equipment costs	1,112	56,959	52,711	–	1,684	**112,466**
Property costs	–	126,132	90,387	–	1,081	**217,600**
Insurance	–	25,989	13,222	2,295	223	**41,729**
PPS, Phone, Scheme promotion	6,003	21,302	20,822	–	509	**48,637**
Depreciation	1,377	93,714	40,576	–	3,147	**138,814**
Other costs	11,268	46,295	44,077	11,648	50,446	**163,734**
Provision for doubtful debt	–	–	–	–	14,294	**14,294**
Fundraising direct cost	23,634	–	–	–	–	**23,634**
	274,688	1,206,519	818,975	70,296	545,617	**2,916,095**
Support costs	–	272,809	272,809	–	(545,617)	**–**
Governance costs	–	35,148	35,148	(70,296)	–	
Total expenditure 2022	**274,688**	**1,514,476**	**1,126,932**	**–**	**–**	**2,916,095**

8 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2023	15 months to 31 March 2022
	£	£
Depreciation	103,557	138,814
Profit on disposal of fixed assets	-	5,000
Auditor's remuneration (excluding VAT):		
Audit	10,500	9,250
Tax advice	-	-

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

Staff costs were as follows:

	2023	15 months to 31 March 2022
	£	£
Salaries and wages	1,781,022	1,873,332
Social security costs	102,609	116,391
Employer's contribution to defined contribution pension schemes	24,536	28,595
Consultancy costs	-	47,460
	1,908,167	2,065,777

One employee earned above £60,000 during the period (2022: no employees earned above £60,000) within the following band.

	2023	15 months to 31 March 2022
	number	number
£60,001 - £70,000	1	0

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £259,201 (2022: £305,202).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

10 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 181 (2022: 191).

	2023	2022
	No.	No.
Raising funds	7	5
Pre-school and Play Schemes	73	116
Youth Schemes	84	57
Support	17	13
	181	191

11 Related party transactions

There are no related party transactions to disclose for 2023 (2022: none).

Donations totalling £170 were received from related parties during the year without conditions.

12 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

13 Tangible fixed assets

	Freehold property	Equipment Play	Equipment Other	Motor vehicles	Furniture	**Total**
Cost	£	£	£	£	£	**£**
At the start of the year	3,474,260	562,730	303,034	102,938	14,012	**4,456,974**
Additions in year	15,528	226,817	26,768	–	380	**269,493**
Disposals in year	–	246,528	80,965	–	–	**327,493**
At the end of the year	3,489,788	543,018	248,837	102,938	14,392	**4,398,974**
Depreciation						
At the start of the year	592,519	474,100	244,643	102,938	13,853	**1,428,052**
Charge for the year	56,624	19,621	27,154	–	159	**103,558**
Eliminated on disposal	–	246,528	80,965	–	–	**327,493**
At the end of the year	649,143	247,192	190,832	102,938	14,012	**1,204,117**
Net book value						
At the end of the year	2,840,645	295,826	58,005	–	380	**3,194,857**
At the start of the year	2,881,741	88,630	58,391	–	159	3,028,922

Land with a value of £681,865 (2022: £681,865) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

14 Debtors

	2023	2022
	£	£
Trade debtors	**228,679**	131,904
Prepayments	**83,925**	109,121
Accrued income	**14,524**	8,406
	327,128	249,431

15 Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	**268,704**	152,490
Borrowings	**10,000**	10,000
Lease liabilities	**22,241**	18,103
Taxation and social security	**21,071**	23,577
Accruals	**119,259**	130,807
Deferred income (note 16)	**181,322**	75,398
	622,597	410,375

16 Deferred income

Deferred income comprises of Local Authority contracts and session fees booked in advance of delivery.

	2023	2022
	£	£
Balance at the beginning of the year	**75,398**	27,534
Amount released to income in the year	**(75,398)**	(27,534)
Amount deferred in the year	**181,322**	75,398
Balance at the end of the year	**181,322**	75,398

17 Creditors: amounts falling due in greater than one year

	2023 £	2022 £
Borrowings	**29,167**	39,167
Lease liabilities	**14,713**	30,666
	43,879	69,833

Borrowings comprises a Coronavirus Business Interuption Loan from Barclays Bank repayable over 7 years with the final repayment due in February 2028. The loan is unsecured and is subject to interest of 2.5% per annum.

18a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	–	2,570,814	624,044	**3,194,857**
Net current assets	594,013	57,885	102,510	**754,409**
Non-current liabilites	(43,879)	–	–	**(43,879)**
Net assets at 31 March 2023	**550,134**	**2,628,699**	**726,554**	**3,905,387**

18b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	195,408	2,425,406	408,108	3,028,922
Net current assets	902,070	7,885	426	910,381
Non-current liabilities	(69,833)	–	–	(69,833)
Net assets at 1 April 2022	1,027,645	2,433,291	408,534	3,869,470

19a Movements in funds (current year)

	At 1 April 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2023 £
Restricted funds:					
Capital					
Equipment fund	9,310	294,769	5,209	–	**298,870**
Farnham Refurbishment Project	398,797	–	8,672	–	**390,125**
Scheme operating					
Pre-school and Play Schemes	213	161,182	137,412	–	**23,984**
Youth Schemes	213	142,014	128,652	–	**13,576**
Total restricted funds	408,534	597,966	279,946	–	**726,554**
Unrestricted funds:					
Designated funds:					
Property and Development fund	2,433,291	–	56,682	–	**2,376,609**
Property Maintenance fund	–	–	–	50,000	**50,000**
Fixed Asset fund				202,090	**202,090**
Total designated funds	2,433,291	–	56,682	252,090	**2,628,699**
General funds	1,027,645	2,047,043	2,272,464	(252,090)	**550,134**
Total unrestricted funds	3,460,935	2,047,043	2,329,147	–	**3,178,833**
Total funds	3,869,470	2,645,008	2,609,092	–	**3,905,387**

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

19b Movements in funds (prior year)

	At 1 January 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2022 £
Restricted funds:					
Capital					
Equipment fund	15,863	6,000	12,552	-	9,310
Farnham Refurbishment Project	409,450	-	10,652	-	398,797
Scheme operating					
Pre-school and Play Schemes	58,043	216,379	274,210	-	213
Youth Schemes	23,340	229,660	252,786	-	213
Total restricted funds	506,695	452,039	550,201	-	408,534
Unrestricted funds:					
Designated funds:					
Property and Development fund	2,504,816	-	71,525	-	2,433,291
IT Development fund	24,329	-	24,329	-	-
Total designated funds	2,529,144	-	95,853	-	2,433,291
General funds	894,588	2,403,098	2,270,041	-	1,027,645
Total unrestricted funds	3,423,731	2,403,098	2,365,894	-	3,460,936
Total funds	3,930,426	2,855,137	2,916,095	-	3,869,470

Transfers between funds

2023: Transfer of £50,000 from unrestricted General funds to designated funds to establish the Property Maintenance fund in Designated funds.
2022: Nil transfer of funds

Purposes of restricted funds

Equipment fund - Represents donations for specific item of equipment. Depreciation being provided over the useful life of the item.

Farnham Building Refurbishment Project - During 2018 our play and youth buildings at our Farnham site under went significant refurbishment. The project was completed in January 2019.

This fund will cover future depreciation charges associated with refurbishment.

Scheme operating Fund - funding for general running costs on specific schemes.

Fundraising - Funds & supplies donated to publish Christmas cards and support fundraising events.

Training project - Fund to support the research and development of accredited training and trading.

Staff Training- Garfield Western Foundation grant to support the cost of our training , officer, online training portal and courses.

Department of Health - Health and Social Care Volunteering fund grant over 4 years total funding £48,149 ending Mar 19 to deliver Challengers Engagement Volunteers project, improving health & care outcomes for disabled children and young people.

Purposes of designated funds

Property and Development fund - Is the result of two capital campaigns one to buy the land and buildings at Challengers Farnham centre and the other to build Challengers new centre at Guildford which was completed in 2013. This fund will cover future depreciation and maintenance charges for both properties.

Property Maintenance fund - This designated fund has been established to cover the cost of building maintenace and repairs of our Farnham and Guildford sites.

20 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

DISABILITY CHALLENGERS

England & Wales - Charity number 1095134

Accounts

Challengers

Annual Report for the period ended 31 March 2022

Disability Challengers | Company No: 4300724 | Registered Charity No: 1095134

CEO Report

Gen Dearman

2021/22 was a period which proved that working together and staying true to your values provides the best outcome. We started to feel that our sense of normality had returned at Challengers, and it was amazing to see the beaming smiles on the faces of children, young people, staff and supporters alike, with face-to-face service delivery increasing. Our services still run on the same ethos that Dr Helen Foley and founding partner Colin Hassell first established more than 40 years ago – and we continue to welcome and celebrate every child for who they are.

As one of the newest members of Team Orange, I have witnessed the extent to which our important work makes a difference and positively impacts families. It's wonderful to see parents benefit from the respite our short breaks offer, knowing their child is happy and safe, and to witness young people being free to play and experience new things, having the same opportunities as their non-disabled peers. While we are delighted to have our doors open more, we have also continued to offer virtual Challengers sessions on Zoom to ensure that we provide as much support as possible for our children and young people.

To quote the famous mobile advert we all remember, "The future's bright, the future's orange", and I truly believe the future is bright for Challengers and 'Team Orange'. Another cohort of children has learnt and grown at our inclusive Pre-schools over the last year, and it is fantastic to see disabled and non-disabled children playing and exploring together without biases or preconceived ideas, and celebrating their differences. We've still got a long way to go, but I'm proud to know that we're helping to raise the next generation in this way and moving closer to achieving our vision of a more inclusive society. It has also been wonderful to see the growth of our 555 service during 2021/22, which offers urgent support for disabled young people out of education. The more we can do to nurture and support children and young people, and equip them with skills and confidence, the more positive the future will be - not just for them, but for their families and the wider community.

On behalf of Challengers, whether you are new to Team Orange or have been here from the very beginning, thank you for helping us ensure the magic of play lives on.

Gen Dearman, CEO

Chairperson's Report

On behalf of the Board, I would like to express how immensely proud we are of everything that the team has achieved over the last year. We were not alone in having to rapidly innovate and adapt to an ever-evolving environment and new normal, but I think we stood out in the way that we overcame those challenges and turned many of them into opportunities. This hasn't always been easy, so I would like to pay tribute to our wonderful team and our supporters for their resilience and remarkable work during 2021/22. They are at the heart of how we deliver, and you can see in this Annual Report that the charity has continued to provide an amazing service for disabled children and their families.

At Challengers, our passion for inclusive play and leisure is driven by our vision of a world where all children and young can play together freely. There are still so many barriers that prevent young disabled people from having fun and being included, which means our services are still very-much needed, but we are starting to see a shift in attitudes and I am confident that the charity's important work contributes hugely to changing our society for the better.

As we continue in 2022 as a financially robust, stable charity, with a wonderful and ambitious CEO at the helm. I know Gen will lead the charity to even greater heights, and continue to reinvigorate and expand our impact and reach. I am excited about the many opportunities on the horizon and all the fun we'll have along the way with our incredible children and the wider Challengers orange family. Thank you for your support, and here's to another fantastic year and making a difference!

Gail Bedding

Gail Bedding, Chairperson

The trustees present their report and the audited financial statements for the period ended 31 March 2022. Reference and administrative information set out on page 50 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. This trustees' annual report includes a directors' report as required by company law.

About Challengers

Challengers have been operating for over 40 years, providing thousands of disabled children and young people with opportunities to play, have fun, and make new friends. While lots has changed in that time – the locations we operate in, the people, and even the charity's name - our vision and mission haven't changed since 1979.

Vision

A world where all children and young people can play together, freely.

Mission

To provide truly inclusive, fun and safe places where all disabled children and young people can spend time with their friends. To offer a positive impact for families and the wider community.

Our Approach

Challengers is a place where everyone is welcome and celebrated for who they are. Young people are free to play and experience new things, and we will never exclude someone on the grounds of their impairment.

We believe that we deliver play and leisure in a truly inclusive and aspirational way, showing that there is no reason why disabled children and young people should be excluded from playing an active part in society. We hope that in doing so, we are leading by example and can positively influence other providers, as well as the way that society views disability.

Our Impact

Aside from bringing joy to the children themselves, another benefit of Challengers is that it provides a short break for the families. Raising a disabled child is complex and can be extremely demanding, therefore it's vital that children and their parents can access respite. Enjoying time apart from one another with the parents knowing that their child is safe and happy at Challengers with our trained staff.

Our staff are fundamental to delivering positive change. Many come with little or no experience of disability, but through their training and experiences at Challengers they often develop a real commitment to equality and inclusion. They leave us with informed and inspired views that change the way they live their lives and how they interact with those around them.

Strategy

As part of our strategy established in 2020, we have identified three core goals that bring our vision and mission to life, using play opportunities to develop confidence in children and young people and ensure that every child is enabled to enjoy and experience play. They also set out to ensure that families have the opportunity to reach out to each other, reduce isolation, increase knowledge and improve the quality of information and support they have available to them. Our priorities, therefore, serve to support these goals and ensure that we continue to offer meaningful and impactful play opportunities, evidence our impact and also share our knowledge and expertise to educate and support local communities.

These goals and priorities can only be achieved with firm foundations; therefore, we aim to attract and retain the best quality staff and demonstrate best practices, in the most financially responsible and sustainable way. This will require a framework of strong governance, underpinned by a culture of continuous improvement, all guided by The Challengers Approach and our five core values.

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

Goals

- Enable the people we support to develop skills and confidence through play
- Contribute to a more inclusive society by challenging the barriers to play
- Connect families together and enable a community of information sharing and support

Priorities

- Excel at providing inclusive play opportunities
- Evidence our impact in the communities we serve
- Share our knowledge and expertise with a wider audience
- Establish a Community Hub

Foundations

- Staff happiness
- Sustainable business model
- Sound governance
- Culture of continuous improvement

Values

Inclusive

Playful

Trustworthy

Ambitious

Accountable

Head of Service Report ☆

Similarly to last year, 2021/22 was also a period to remember. We entered the New Year, a time that is normally full of hope and new beginnings, in an unfortunate third lockdown. Despite this, it was also a year which massively showed the importance of working together and staying true to your values. #TeamOrange truly came together and kept going, even when things got tough, and focused on providing the service that so many children, young people and their families depend on, and staying positive.

Our Covid Response Team continued to work amazingly well in line with government guidance and lockdowns, setting up new policies and procedures, and topping up training to ensure sure we're able to keep everyone safe. Thanks to their incredibly hard work, commitment and resilience, we were able to keep our schemes open throughout the whole year.

We started to see more of our schemes go on out-trips and have activity providers coming in again, albeit in a slightly different way to before with the need for face-masks and social distancing, but still, a delight to be getting a bit closer back to 'normal'. Our previously launched Virtual Sessions also continued into this year after being such a success in 2020, has been a saving grace for many families over lockdown - we're pleased to have been able to continue this into 2021/22.

Despite staffing being a huge difficulty this year, by pulling together and rearranging staff where possible, we have managed to deliver in impossible situations. As Head of Service, I am overwhelmingly proud of how all of the operations managers, leaders, workers and volunteers have taken on the difficulties we have faced, and we're delighted to be continuing 2022 with a sense of perseverance and cooperation. Since Challengers was established in the 70s, our vision has always been a world where all children and young people can play together, freely, and we are excited to continue making this a reality.

Paul Wilson

Paul Wilson, Head of Service

2021/22 in numbers

2,075
Challengers sessions delivered

846
Children and young people supported

237
Volunteer hours

91,839
Hours of play

Pre school: 45,507 | Play: 25,294 | Youth: 16,505 | 555 Service: 2,926

> Challengers has put the smile back on my son's face.. since attending Challengers he has been able to return to himself.

Meet William and his family

Challengers are there for the whole family. It's not just about providing inclusive play, leisure and early educational opportunities to disabled children and young people, but also about benefitting parents, carers and siblings.

Whilst their children attend our schemes, parents are able to work, spend time with family, and take a break from their demanding care responsibilities - something which is essential to their own mental health and emotional well-being. An example of a family who has massively benefitted in this way from our services is the Burch family.

Meet William and Conan!

William is six years old and has Autism Spectrum Disorder (ASD), and his brother Conan is four years old. William started to attend our Kingston Play scheme in March 2021, and his younger brother Conan has since joined him at weekend sessions, giving parents Peter and Chloe some much-needed respite.

"William likes to do everything at Challengers - he just loves to play! He's very active and engages in indoor and outdoor activities. He's non-verbal essentially, so any response can be garnered from whether or not he's happy when he knows it's Challengers day - which he always is!
Honestly, we cannot thank Challengers enough for everything you do!"

- Peter

Feedback from families

97% of families scored our staff as good or excellent

93% of children rate their happiness at Challengers a 4 or 5 out of 5

> It makes him beam, and jig, and flap, and skip. He feels safe, and secure, and part of something.

"My daughter adores Challengers. It is the one place where she is free to express herself without being judged. All the staff know her very well and she feels valued and accepted by them."

Absolutely loves it. On the day he goes he wakes up and says 'My play scheme day today' with a big smile on his face. He also said that he liked going because they truly understood him.

Over 85% of parents agree Challengers improves confidence, independence and lessens loneliness.

90% of families rated our activities as good or excellent.

Feedback from families

85% of parents agree Challengers improves confidence, independence and lessens loneliness.

80% of parents also agree that Challengers helps with their own mental health

90% of parents would recommend Challengers to a friend or colleague

– Challengers 2021 Parent & Carer Survey

Without access to quality short breaks, up to 80% of parent carers of children with learning difficulties will reach 'breaking point' where they feel they can no longer care for their child's ongoing needs (*Every Disabled Child Matters, 2015*). These families are in desperate need of respite, particularly during the high-pressure summer holidays.

> "My child is only 4 and is mostly non-verbal, so doesn't have the language to really express how she feels... Challengers has been an incredible discovery for her and for our family. When she is happy and in a good mood, we can all be happy. "

Fundraising Conditions and Statement

Fundraising Statement & Conditions

Challengers mission is to provide truly inclusive, fun and safe places where all disabled children and young people can spend time with their friends, and to offer a positive impact on families and the wider community. Achieving this mission is only possible through raising the funds for the services. The mission informs the fundraising choices made as we strive to provide inclusive opportunities and promote inclusion throughout our fundraising.

The full cost of running a Play or Youth scheme is £180 per child, per day. By utilising Local Authority funding and our fundraising income Challengers heavily subsidise the cost to parents. We believe that parents should not have to pay more for their disabled child to access Challengers than they would pay for a non-disabled child to access a similar service. Therefore, we provide bursaries and concessions to families in need, to help further reduce/eliminate financial barriers. We continue to fundraise for additional places at our schemes, and we greatly value the effort and commitment shown across key areas of voluntary income by those who support our fundraising.

In 2021 we were grateful, that with adaptions, all events in 2021 (except the Carol Concert) were able to go ahead! Kelly's Cycle Challenge saw more than 300 cyclists attend, raising an incredible £35,338.42; the Lewis' hosting Challengers 8th Motoring Event and Wood Street Village hosting the most successful Jazz Festival to date.

We worked closely with our corporate supporters in order to keep them engaged by restarting the Business Club and hosting in person meetings. We also continued to be involved in engaging campaigns such as 'Vibrant Lives' with our long-term supporters Brewers Decorators.

We're very thankful to our supporters who continued to support Challengers both by making individual donations, and by taking on challenges themselves - such as our London Marathon running team, former attendee Ben's 100 miles challenge, mums Rachel and Sam taking on the Thames Path Challenge and Isla and Orla's mini-triathlon.

We are committed to a fair and ethical approach to all our fundraising practices, striving to build long-term relationships, to grow a more sustainable approach to fundraising which will maximise return over the longer term.

We are registered with the Fundraising Regulator, are signed up to the Fundraising Preference Service, and comply with the revised standards outlined in the Fundraising Regulator's Code of Fundraising Practice for the UK. In 2021, we received no complaints about fundraising. We do not work with Professional Fundraising Organisations or Commercial Participators to solicit donations, have a strict policy of never selling or passing on our supporters' personal data, and have never bought fundraising data from a third party.

With thanks to ...

Baily Thomas Charitable Trust- £4,000 supporting Farnham Youth Activities
Children in Need (small grant) - £10,000 supporting Guildford Youth Leader and Deputy
Community Foundation for Surrey - £15,000 supporting Virtual Challengers, Guildford Youth, and Farnham Youth staff costs
Councillor Brett-Warburton, Surrey County Council - £650 supporting Guildford Playground equipment
Councillor Goodwin, Surrey County Council - £1,500 supporting Guildford Youth equipment
DCMS - £28,626 unrestricted funding
Garfield Weston Foundation - £30,000 core funding
Aspire Grants, Guildford Borough Council - £2,500 supporting Guildford Youth
Guildford Poyle Charities - £4,000 supporting Guildford Youth and Play
Hobson Charity - £2,343 supporting Virtual Sessions, Zoom Licenses
Peter Harrison Foundation - £15,000 supporting Guildford Youth Workers
Souter Charitable Trust - £5,000 supporting Farnham Youth
St Faith's Trust - £20,000 supporting Farnham Youth (£10k) and Farnham Youth summer (£10k)
St James Place Foundation - £4,500 supporting Virtual Challengers
St Peter's Home and Sisterhood - £5,000 supporting Farnham Youth
Tadley Town Council - £1,500 supporting Basingstoke Youth
The Julia and Hans Rausing Trust - £30,000 supporting Guildford and Farnham Youth
The Wisley Foundation - £11,851 supporting Farnham Capital Equipment

With thanks to

Challengers is dependent on the wonderful volunteers who help us to deliver our service, attend events, and give their skills and time to the charity. Whether it be assisting with research tasks within our office, working with children and young people at our services or fundraising at events throughout the year, their contribution is invaluable and greatly appreciated.

Jai is one of our young volunteers, who kindly offered to help the fundraising team during her studies by supporting at street collections and offering a gift-wrapping service at Christmas to raise money for the charity.

I'd like to say a huge thank you to everyone at Challengers for giving me the opportunity to learn and grow through my volunteering. Not only did I have lots of fun with the friendly team, I learnt so much and gained new skills and confidence – both of which are invaluable."

Jai

Financial Overview

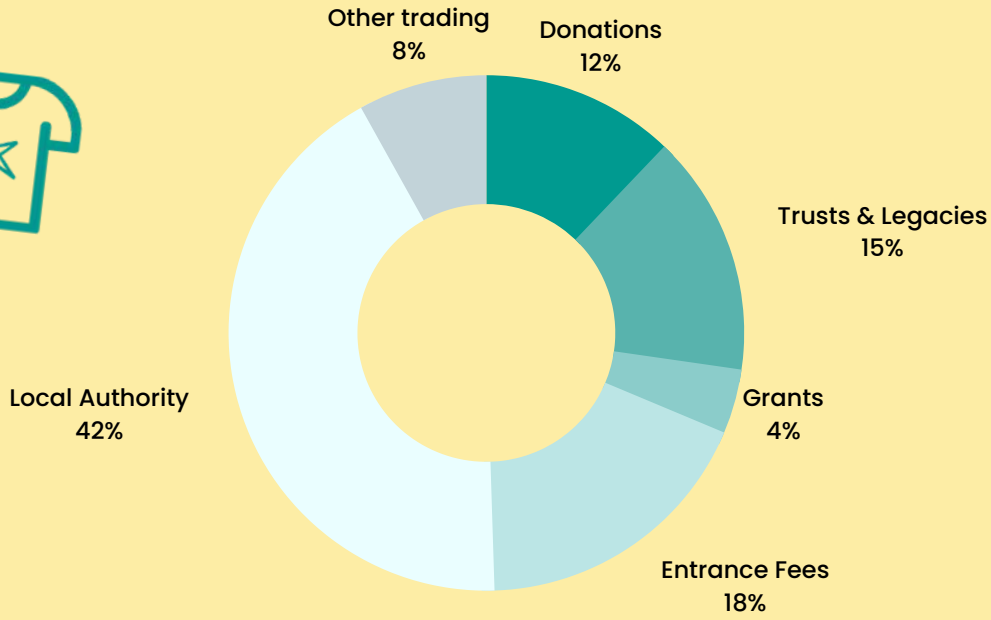
2021/22 Income

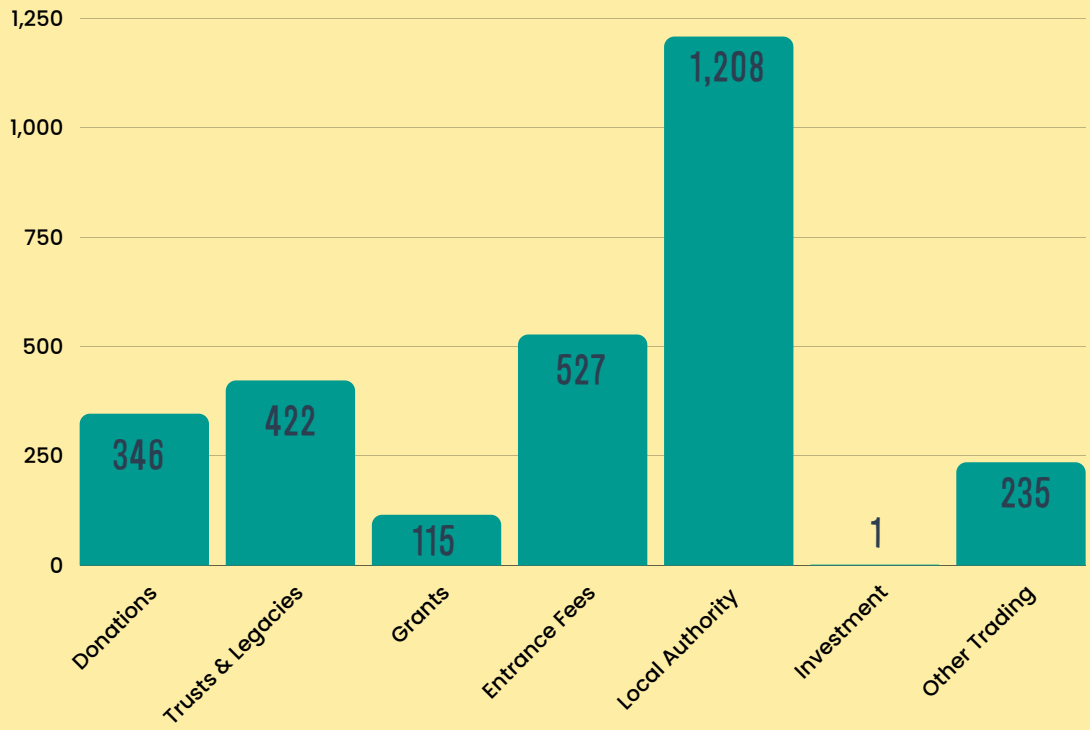
2021/22 proved to be another difficult year, with ongoing significant impact from the Covid 19 pandemic. The year reported a deficit of £61k across all funds. Unrestricted funds had a surplus of £133k, the restricted funds had a deficit of £99k and the designated funds had a deficit of £98k. The designated funds deficit relates to depreciation charges against assets acquired in previous years. The restricted funds deficit was a result of expenditure of restricted income received in previous years. The unrestricted funds recorded a surplus as a result of cost saving initiatives and a reduction in costs as a result of reduced activity caused by Covid 19 restrictions.

Total income decreased by 2% in 2021/22 to £2.9m (2020: £2.9m).

Donations and legacy £769k (-33% vs 2020); this year saw an increase in trust and foundation income of 57% (+£152k vs. 2020), an increase in corporate income of 104% (+£62k vs. 2020), income from individuals dropped by £162k (-63% vs. 2020), income from communities was unchanged at £48k (2020: £48k) while legacy income dropped 96% to £3k (2020: £70k).

Income for charitable activity £1.8m (+13% vs 2020)





Financial Overview

2021/22 Expenditure

Total expenditure increased by 3% vs. 2020 to £2.9m.

Cost of raising funds decreased by 1% vs. 2020 which represents a decrease of 1p in each £1 raised, 9p of each £1 raised was spent on the generation of future income

Charitable expenditure in the year decreased by 2% vs. 2020 which represents a decrease of 4p in each £1 raised, 69p of each £1 raised was spent on charitable expenditure.

Expenditure on support costs increased by 31% vs. 2020, 19% of total expenditure compared to 15% in 2020. Support costs include the cost of teams within Finance, Quality and Communications together with investment in staff recruitment, learning and development.

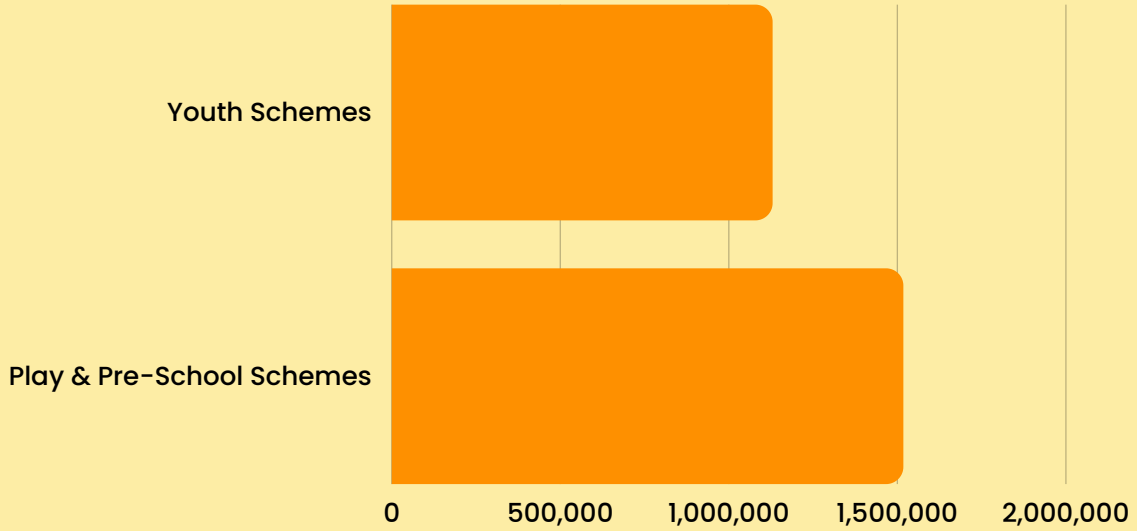
Governance costs remained consistent with 2020 at 2% of total expenditure.

In accordance with charity accounting practice, Support and Governance costs are allocated to charitable expenditure based on each activity's proportion of delivered hours

How we spend our funding (for every £1 raised)

Charitable Purpose	69p	£2,025,495
Support Services	19p	£545,617
Generation of Income	9p	£274,688
Governance	2p	£70,296

Breakdown of Charitable Expenditure (total £2.6 million)



Reserves

Challengers' reserves policy is to maintain free cash reserves of between 3 and 5 months expenditure, plus an additional £50k-£100k for remedial property repairs and maintenance. Due to seasonal changes in activity levels this will fluctuate throughout the year, however, free reserves should be maintained between £710k and £1.2m.

The main objective of the reserves policy is to deal with short term cashflow challenges to protect the long-term future of the charity. In addition, the trustees believe this level of reserve would allow a safe and sensible closure in the event that this was the only option. Reserves are reviewed monthly at the Finance and Risk subcommittee.

The free reserves level at year end was £832k, representing 4 months 2021/22 average operating expenditure.

Year-end designated funds stood at £2.43m, the residual value of this fund is required to support the long-term security of premises and IT infrastructure to ensure the charity can meet its objectives.

Of this amount £2.36m has been set aside for known future depreciation cost on buildings at our Farnham and Guildford centres over the next 50 years.

Risk

The Board's risk appetite guides the risk management process. The Board is not seeking to eliminate risk as there is a recognition that it is necessary to accept the risks that cannot be mitigated in full or which fall beyond Challengers' control. However, the Senior Leadership Team actively monitor and manage such risks to provide reasonable, but not absolute assurance that the charity is protected. Challengers have a robust risk monitoring process. Risks are ranked by the likelihood of occurrence and impact to the charity.

The Risk Register is reviewed on a monthly basis at the Finance and Risk meeting and in addition at the relevant sub-committee meetings. The management of day-to-day operational risks is delegated to the Senior Leadership Team to proactively manage throughout the year. The Board approves a comprehensive annual budget and plan for Challengers and the Board and its Committees monitor performance against these plans and budgets on a monthly basis. Material variances, together with any revised financial forecasts, are submitted regularly to the Finance Committee and to the Board.

The Board is satisfied that these systems, combined with internal financial controls and the reserves policy, will ensure that sufficient resources are available to meet the immediate needs of Challengers in the event of adverse conditions. Key risks and mitigations are on the next page.

Going Concern

The Trustees take financial governance seriously and each month consider the monthly finance reports, the cashflow and the organisational KPIs to ensure challengers is meeting its charitable objectives and continue to do so in the foreseeable future.

The Board of Trustees agree that Challengers is a strong and viable going concern. The factors that lead to this conclusion are:

· Demand for Challengers services
· Contracts in place or in the process of being renewed.
· Strong financial governance and current financial position
· Good management control and regular governance
· Effective and proactive management team
· Clearly demonstrable public benefit
· Clear and well-informed strategic plan
· Well-informed income generation plan

Risk Clarification

	Finance	Operations & HR	Operations & Finance
Risk factor	**The funding model is no longer sustainable** Voluntary income targets not met due to internal and external influences. Short-term voluntary income, lack of recurring revenue. Changes to Local Authority contracts through contract renewals Unanticipated changes in commissioned income. Services too reliant on one funding source. Session fees not increased in line with inflation.	**People capability and capacity.** Difficulty recruiting and retaining talented staff in a competitive labour market and the current economic environment . Inability to recruit and deploy enough staff. Failure to protect staff.	**Facilities** Damage to the Farnham or Guildford buildings means they are unusable for a period of time. Insufficient building maintenance causes long term issues. **Re-emergence of COVID-19** Impact on cashflow short and long term. Impact on service users. Impact on staff. Safety of operational staff and service users.
What are we doing about it?	• Agile fundraising team able to respond to challenging factors. • Regular giving campaign. • Continue to develop relationships with Commissioners. • Flexible budget able to respond to economic changes. • Review the funding model of each scheme. • Set a minimum level of local authority contribution for each scheme, applied at contract renewal.	• Regularly review recruitment processes. • Embed our values in appraisal and training. • Challengers has become an accredited Real Living Wage employer. • Benchmark our pay and benefits across the sector. • Good induction and supervision process, good support from outsourced external professionals in Health and Safety and HR.	**Facilities** • Recruitment of Facilities Manager focused on building maintenance • Annual report from professional Surveyor highlighting repair and maintenance requirements over a 0-to-5-year timeframe • Disaster recovery plan regularly reviewed and tested. **Re-emergence of COVID-19** Maintain policies and procedures in a state of readiness to respond to future outbreaks Challengers' emergency fundraising appeal

Remuneration

Challengers has developed a remuneration statement to provide a clear and transparent set of guidelines which demonstrate accountability and applies to all employees. During the 2021/22 year, Challengers became a Real Living Wage employer and committed to pay all staff at least the real living wage on an annual basis. The organisation does not offer an annual discretionary bonus scheme, nor does it offer a long-term incentive plan (LTIP).

The organisation has a series of salary bands in a structure that is fair and equitable. Job roles are mapped onto this structure.

Salary bands are benchmarked with industry and local standards to ensure that they are fair as well as remove subjectivity to salary decisions. Each year we continue to monitor this structure and compare with competitors and other organisations.

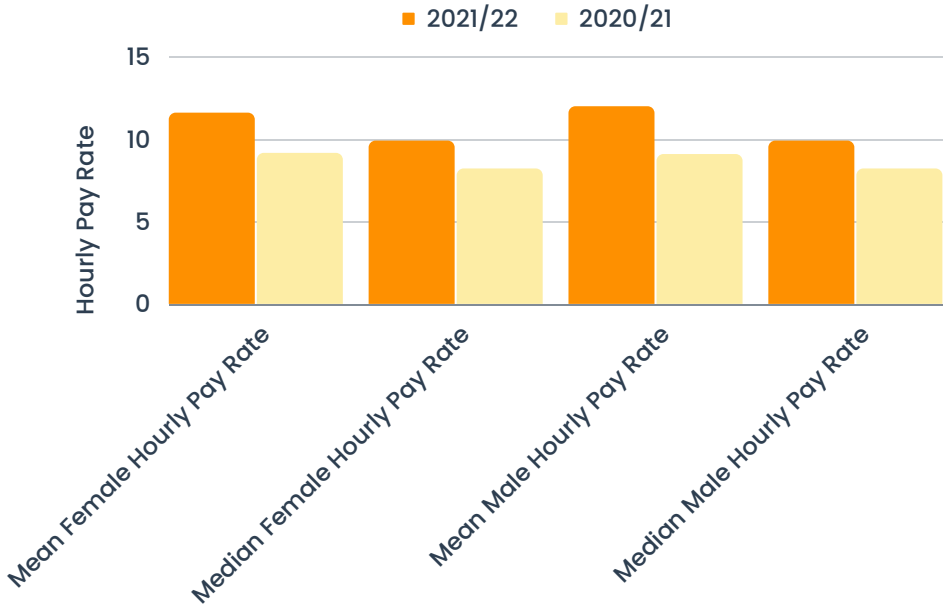
The Gender Gap

Despite great strides being made in the past two decades, a gender pay gap remains in place in the UK. Latest figures suggest there may be a slight improvement in the situation in the UK however there is still a bias towards men. The Office for National Statistics states that the gender pay gap for full time employees in 2021 was 7.9%, however when you split this by age the gap for under 40s is close to zero. This reflects our workforce, whom are in the main under 40.

As a Charity working in the care sector we attract a large number of females to work with us. This is not unusual in our sector and in fact we do attract a good number of males compared to some of our peers.

At Challengers, we enforce a strict pay structure which means that men and women are paid at the same rate for a job role – this is across office and scheme-based roles. We strive to be a learning and equal opportunities organisation that invests in both men and women alike, keen to support them to be the very best they can be for the charity and for themselves.

For our operational staff hourly rates are now based on the Real Living Wage. We pay this rate as a minimum hourly rate to all staff regardless of age and have committed to abide by the Real Living Wage in the future. In addition, operational staff working on services within Greater London are paid a minimum rate of the London Living Wage.



	2021/22	2020/21
Mean Gender Pay Gap %	0.7% *(in favor of males)*	0.8% *(in favor of females)*
Median Gender Pay Gap %	0%	0%

As with all charities it is the responsibility of the Trustees to ensure the efficient, legal and professional performance of Challengers. The Chief Executive Officer works with the board to develop the strategic framework, agree the strategic direction and report on the delivery. The operational day to day running is delegated to the Senior Leadership Team (SLT) who are:

- Gennie Dearman, Chief Executive Officer
- Andrew Kendall, Head of Finance
- Carla Gill, Head of Fundraising & Communications
- Laura Baxter, Head of Quality
- Paul Wilson, Head of Service

The SLT provide regular reporting to the trustees through sub-committee meetings on Finance & Risk, Fundraising & Communications and Operations & Quality, and main board.

Trustee Recruitment

Following recruitment new trustees will be allocated a 'mentor' from amongst the present trustees and will undertake an induction programme under the control of the Chief Executive and the mentor. He/she will be given induction material to allow them fully to understand the charitable purpose of Challengers, its financial situation, its future plans and the current situation of the charity. The new trustee will be encouraged to visit the centre when children are present and to attend at least one community based project early on. All trustees are welcome to attend any of the staff training sessions.

The induction information provided to new trustees is as follows:

1) The latest Strategic Review
2) Most recent annual report and accounts
3) Key Policies
4) Annual Risk Audit
5) Copy of Memorandum and Articles of Association.
6) Copies of Charity Commission leaflet CC3 "The Essential Trustee: what you need to know" and Companies House booklet "Being a Director"
7) This Trustees Handbook where, as appendices, there is additional important information such as a list of present trustees, trustee job description etc.
8) Committee terms of reference

Trustees Responsibilities

The Trustees (who are also directors of Disability Challengers for the purposes of company law) set and monitor strategy and policies. The trustees delegate authority to deliver strategy to the Chief Executive Officer and Senior Leadership Team, with regular board meetings where reports are received on all the core activities of the charitable company. The trustees have established standing sub groups each with its terms of reference for Finance, Audit & Risk; Safeguarding & Operations; and Fundraising & Communications.

They are responsible for preparing the Trustees' annual reports and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (the United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation

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

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

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

The trustees' annual report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Auditors Sayer Vincent LLP were re-appointed during the year to act as Challengers' auditors. The Trustees' report was approved by the Trustees on 16th November 2022 and is signed on their behalf by:

Mrs Gail Bedding – Chairperson

Independent Auditor's Report to the members of Challengers

Opinion

We have audited the financial statements of Disability Challengers (the 'charitable company') for the period ended 31 March 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure for the period then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 Disability Chellengers' ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

The other information comprises the information included in the trustees' annual report other than the 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 financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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 charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud 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 which included obtaining and reviewing supporting documentation, concerning the charity'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 charity 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 charity 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.
- 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.

Auditor's Report

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.

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

Joanna Pittman (Senior statutory auditor)

22 November 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, London, EC1Y 0TL

Financial Statement

Disability Challengers
Statement of financial activities (incorporating an income and expenditure account)

Company no. 4300724

For the period ended 31 March 2022

	Note	Unrestricted £	Designated £	Restricted £	15 month to March 2022 Total £	Unrestricted £	Designated	Restricted £	12 months to December 2020 Total £
Income from:									
Donations and legacies	2	451,622	–	317,188	**768,810**	920,566	–	229,926	1,150,492
Charitable activities									
Pre-school and Play Schemes	3	936,027	–	100,078	**1,036,105**	851,420	–	214,318	1,065,738
Youth Schemes	3	799,010	–	14,856	**813,866**	512,003	–	30,381	542,383
Young Adult Schemes	3	–	–	–	**–**	26,059	–	1,158	27,217
Other trading activities	4	215,431	–	19,918	**235,348**	124,628	–	–	124,628
Investments	5	1,008	–	–	**1,008**	1,997	–	–	1,997
Total income		2,403,098	–	452,040	**2,855,138**	2,436,674	–	475,782	2,912,456
Expenditure on:									
Raising funds	6	274,688		–	**274,688**	276,539		–	276,539
Charitable activities									
Pre-school and Play Schemes	6	1,160,567	68,097	285,812	**1,514,476**	1,326,660	71,838	288,921	1,687,419
Youth Schemes	6	834,787	27,756	264,389	**1,126,932**	595,876	19,330	102,639	717,845
Young Adult Schemes	6	–	–	–	**–**	137,123	1,583	2,513	141,220
Training Project	6	–	–	–	**–**	(750)	–	750	–
Other		–	–	–	**–**	–	–	–	–
Total expenditure		2,270,041	95,853	550,201	**2,916,095**	2,335,449	92,752	394,823	2,823,023
Net income / (expenditure) for the year	8	133,057	(95,853)	(98,161)	**(60,957)**	101,225	(92,752)	80,959	89,433
Reconciliation of funds:									
Total funds brought forward		894,588	2,529,144	506,695	**3,930,427**	793,363	2,621,896	425,736	3,840,994
Total funds carried forward		1,027,645	2,433,291	408,534	**3,869,470**	894,588	2,529,144	506,695	3,930,427

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 18a to the financial statements.

Disability Challengers
Balance sheet

Company no. 4300724

As at 31 March 2022

	Note	£	March 2022 £	£	December 2020 £
Fixed assets:					
Tangible assets	13		3,028,922		3,077,397
			3,028,922		3,077,397
Current assets:					
Debtors	14	249,431		136,891	
Short term deposits		173,839		173,839	
Cash at bank and in hand		897,484		1,007,294	
		1,320,755		1,318,023	
Liabilities:					
Creditors: amounts falling due within one year	15	(410,375)		(464,993)	
Net current assets			910,380		853,030
Total assets less current liabilities			3,939,303		3,930,427
Creditors: amounts falling due after one year	17		(69,833)		–
Total net assets			3,869,470		3,930,427
The funds of the charity:	19a				
Restricted income funds			408,534		506,695
Unrestricted income funds:					
Designated funds		2,433,291		2,529,144	
General funds		1,027,645		894,588	
Total unrestricted funds			3,460,936		3,423,732
Total charity funds			3,869,470		3,930,427

Approved by the trustees on 16th November 2022 and signed on their behalf by

Gail Bedding
Chairman

Bernard McAlister
Treasurer

Disability Challengers
Statement of cash flows

Company no. 4300724

For the period ended 31 March 2022

	Note	15 month to March 2022		12 months to December 2020	
		£	£	£	£
Cash flows from operating activities					
Net income for the reporting period		**(60,957)**		89,433	
Depreciation charges	13	**138,814**		129,430	
Interest and rent from investments		**1,008**		1,997	
(Increase)/decrease in debtors	14	**(112,541)**		126,855	
Increase/(decrease) in creditors	15	**15,214**		37,410	
Net cash provided by / (used in) operating activities			**(18,464)**		385,125
Cash flows from investing activities:					
Dividends, interest and rents from investments		(1,008)		(1,997)	
Purchase of fixed assets	13	(90,338)		(25,025)	
Net cash provided by / (used in) investing activities			(91,346)		(27,022)
Change in cash and cash equivalents in the year			(109,809)		358,104
Cash and cash equivalents at the beginning of the year			1,181,133		823,029
Cash and cash equivalents at the end of the year			1,071,323		1,181,133

Analysis of cash and cash equivalents and of net debt

	At 1 January 2021	Cash flows	Other non-cash changes	**At 31 March 2022**
	£	£	£	**£**
Short-term deposits	173,839	-	-	**173,839**
Cash at bank and in hand	1,007,294	(109,809)		**897,484**
Total cash and cash equivalents	1,181,133	(109,809)	-	**1,071,323**

1 Accounting policies

a) Statutory information

Disability Challengers is a charitable company limited by guarantee and is incorporated in the United Kingdom and Wales.
The registered office address and principal place of business is Challengers Play Centre, Stoke Park, London Road, Guildford, GU1 1TU.

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.

The charity's accounting reference period ending 31 December 2021 has been extended so as to end on 31 March 2022. Subsequent periods will end on 31 March in future years. The trustees consider that ending the accounting period on 31 March allows readers of the financial statements to better understand income and expenditure relating to the main contractual relationships of the charity.
Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. 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 nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

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

1 Accounting policies (continued)

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Having assessed projected future income, expenditure and cash flows over the period to 31 December 2023, including expected service delivery, changes to local authority funding and the variability of fundraising income and analysed the strength of the charity's reserves, liquid assets and its ability to withstand a short-term material fall in income, the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue their activities for the foreseeable future. Therefore, we have continued to adopt the going concern basis in preparing the financial statements.

Coronavirus

The coronavirus pandemic continued to impact the UK during the 2021/22 financial year. The trustees and the senior leadership team met regularly to work through the emergency, guided by a specific coronavirus risk register which focused on following guidance and procedures designed nationally and within Challengers to keep the people we support and colleagues safe, delivering contractual obligations, continuity of business, financial security and planning. Whilst the pandemic has been hugely challenging at the operational level, Challengers has remained in control of its service quality and financial performance throughout. Whilst the future is uncertain, Challengers has maintained its cash and reserves at levels which provide financial protection against the ongoing impact of the pandemic.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.
Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the
For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has
Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

1 Accounting policies (continued)

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

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

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.
Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.
Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering Pre-school, Play, Youth and Young Adult services undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

1 Accounting policies (continued)

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

- Pre-school and Play Schemes 50%
- Youth Schemes 50%
- Young Adult Schemes 0%

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

- Pre-school and Play Schemes 50%
- Youth Schemes 50%
- Young Adult Schemes 0%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Land not depreciated
- Buildings 50 years
- Play Equipment 5 - 20 years
- Other Equipment 5 years
- IT Equipment 3 years
- Fixtures and Fittings 5 years
- Motor Vehicles 4 years

1 Accounting policies (continued)

l) Debtors

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

m) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

n) 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.

o) Financial instruments

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

p) Pensions

The charitable company operates a defined contribution scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no liability under the scheme other than for the payment of those contributions.

2 Income from donations and legacies

	Unrestricted £	Restricted £	15 month to March 2022 Total £	Unrestricted £	Restricted £	12 months to December 2020 Total £
Gifts	368,619	313,588	**682,207**	403,249	211,819	615,068
Legacies	3,000	–	**3,000**	70,420	–	70,420
Donated services	–	3,600	**3,600**	–	18,107	18,107
Furlough Income	80,003	–	**80,003**	446,897	–	446,897
	451,622	317,188	**768,810**	920,566	229,926	1,150,492

3 Income from charitable activities

	Unrestricted £	Restricted £	15 month to March 2022 Total £	Unrestricted £	Restricted £	12 months to December 2020 Total £
Pre-school and play schemes						
Contract – Surrey County Council	322,109	–	**322,109**	287,548	–	287,548
Contract – Hampshire County Council	177,410	–	**177,410**	236,120	–	236,120
Contract – Achieving for Children	105,882	–	**105,882**	54,989	–	115,909
Session fees	330,626	–	**330,626**	272,763	–	272,763
Grants	–	100,078	**100,078**	–	214,318	214,318
Sub-total for Pre-school and play schemes	936,027	100,078	**1,036,105**	851,420	214,318	1,126,658
Youth Schemes						
Contract – Surrey County Council	295,855	–	**295,855**	219,011	–	219,011
Contract – Hampshire County Council	184,637	–	**184,637**	191,057	–	191,057
Contract – Reading Borough Council	4,380	–	**4,380**	5,000	–	5,000
Contract – West Sussex County Council	61,508	–	**61,508**	27,753	–	27,753
Contract – Achieving for Children	56,524	–	**56,524**	29,359	–	29,359
Session fees	196,106	–	**196,106**	39,822	–	39,822
Grants	–	14,856	**14,856**	–	30,381	30,381
Sub-total for Youth Schemes	799,010	14,856	**813,866**	512,003	30,381	542,383
Young Adult Schemes						
Session fees	–	–	**–**	26,059	–	26,059
Grants	–	–	**–**	–	1,158	1,158
Sub-total for Young Adult Schemes	–	–	**–**	26,059	1,158	27,217
Total income from charitable activities	1,735,037	114,934	**1,849,972**	1,389,482	245,856	1,696,258

4 Income from other trading activities

	Unrestricted £	Restricted £	15 month to March 2022 Total £	Unrestricted £	Restricted £	12 months to December 2020 Total £
Centre rental	30,694	–	**30,694**	19,364	–	19,364
Sponsored events	38,313	19,418	**57,730**	25,084	–	25,084
Corportate events	56,028	–	**56,028**	27,364	–	27,364
Other events	72,454	500	**72,954**	37,165	–	37,165
Profit / (Loss) on sale of non-current assets	5,000	–	**5,000**	–	–	–
Miscellaneous	12,941	–	**12,941**	15,652	–	15,652
	215,431	19,918	**235,348**	124,628	–	124,628

5 Income from investments

	Unrestricted £	Restricted £	15 month to March 2022 Total £	Unrestricted £	Restricted £	12 months to December 2020 Total £
Bank interest on Reserves	1,008	–	**1,008**	1,997	–	1,997
	1,008	–	**1,008**	1,997	–	1,997

6 Analysis of expenditure (current year)

		Charitable activities						
	Raising funds £	Pre-school & Play Schemes £	Youth Schemes £	Young Adult Schemes £	Governance costs £	Support costs £	**15 months to March 2022 Total £**	12 months to December 2020 Total £
Staff costs (Note 9)	231,293	802,029	502,826	–	56,353	473,276	**2,065,777**	2,246,538
Activities	–	23,311	42,775	–	–	–	**66,087**	44,371
Motor costs	–	10,788	11,579	–	–	957	**23,324**	15,517
Equipment costs	1,112	56,959	52,711	–	–	1,684	**112,466**	90,892
Property costs	–	126,132	90,387	–	–	1,081	**217,600**	79,349
Insurance	–	25,989	13,222	–	2,295	223	**41,729**	42,226
PPS, Phone, Scheme promotion	6,003	21,302	20,822	–	–	509	**48,637**	35,989
Depreciation	1,377	93,714	40,576	–	–	3,147	**138,814**	129,430
Other costs	11,268	46,295	44,077	–	11,648	50,446	**163,734**	129,890
Provision for doubtful debt	–	–	0	–	–	14,294	**14,294**	(1,000)
Fundraising direct cost	23,634	–	0	–	–	–	**23,634**	9,820
	274,688	1,206,519	818,975	–	70,296	545,617	2,916,095	2,823,023
Support costs	–	272,809	272,809	–	–	(545,617)	**–**	–
Governance costs	–	35,148	35,148	–	(70,296)	–		
Total expenditure 2022	**274,688**	**1,514,476**	**1,126,932**	**–**	**–**	**–**	**2,916,095**	
Total expenditure 2020	**276,539**	**1,687,419**	**717,845**	**141,220**	**–**	**–**		**2,823,023**

In 2022 unrestricted expenditure was £2,365,894 (2020: £2,428,201) and restricted expenditure was £550,201 (2020: £394,823).

7 Analysis of expenditure (prior year)

		Charitable activities					
	Raising funds £	Pre-school & Play Schemes £	Youth Schemes £	Young Adult Schemes £	Governance costs £	Support costs £	**2020 Total £**
Staff costs (Note 10)	246,398	1,022,000	503,804	101,168	39,099	334,070	**2,246,538**
Activities	–	17,830	21,345	5,197	–	–	**44,371**
Motor costs	–	6,765	6,928	1,824	–	–	**15,517**
Equipment costs	4,766	48,506	9,296	2,867	–	25,457	**90,892**
Property costs	1,407	48,240	24,366	2,852	–	2,485	**79,349**
Insurance	1,048	28,848	6,888	1,296	2,295	1,851	**42,226**
PPS, Phone, Scheme promotion	6,569	10,183	5,093	971	–	13,174	**35,989**
Depreciation	1,163	93,582	30,837	1,795	–	2,054	**129,430**
Other costs	5,370	42,303	24,098	4,319	14,375	39,425	**129,890**
Provision for doubtful debt	–	–	–	–	–	(1,000)	**(1,000)**
Fundraising direct cost	9,820	–	–	–	–	–	**9,820**
	276,539	1,318,256	632,654	122,288	55,769	417,517	2,823,023
Support costs	–	325,663	75,153	16,701	–	(417,517)	**–**
Governance costs	–	43,500	10,038	2,231	(55,769)	–	**–**
Total expenditure 2020	**276,539**	**1,687,419**	**717,845**	**141,220**	**–**	**–**	**2,823,023**

8 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	15 months to March 2022 £	12 months to December 2020 £
Depreciation	138,814	129,430
Profit on disposal of fixed assets	5,000	–
Auditor's remuneration (excluding VAT):		
Audit	9,250	14,900
Tax advice	–	–

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

Staff costs were as follows:

	15 months to March 2022 £	12 months to December 2020 £
Salaries and wages	1,873,332	2,106,621
Social security costs	116,391	112,153
Employer's contribution to defined contribution pension schemes	28,595	27,763
Consultancy costs	47,460	–
	2,065,777	2,246,538

No employees earned above £60,000 during the period (2020: no employees earned above £60,000).

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £305,202 (2020: £329,362).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

10 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 191 (2020: 352).

	15 months to March No.	12 months to December No.
Raising funds	5	7
Pre-school and Play Schemes	116	218
Youth Schemes	57	85
Young Adult Schemes	–	23
Support	13	19
	191	352

11 Related party transactions

There are no related party transactions to disclose for 2022 (2020: none).

Donations totalling £4,249 were received from related parties during the year without conditions.

12 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

13 Tangible fixed assets

	Freehold property	Equipment Play	Equipment Other	Motor vehicles	Furniture	Total
Cost	£	£	£	£	£	£
At the start of the year	3,474,260	538,442	236,984	154,396	14,012	4,418,094
Additions in year	–	24,288	66,050	–	–	90,338
Disposals in year	–	–		51,458	–	51,458
At the end of the year	3,474,260	562,730	303,034	102,938	14,012	4,456,974
Depreciation						
At the start of the year	522,709	451,698	204,237	148,605	13,449	1,340,697
Charge for the year	69,810	22,402	40,406	5,791	404	138,813
Eliminated on disposal	–	–		51,458	–	51,458
At the end of the year	592,519	474,100	244,643	102,938	13,853	1,428,052
Net book value						
At the end of the year	2,881,742	88,630	58,391		159	3,028,922
At the start of the year	2,951,551	86,744	32,747	5,791	563	3,077,397

Land with a value of £681,864 (2020: £681,864) is included within freehold property and not depreciated.
All of the above assets are used for charitable purposes.

14 Debtors

	March 2022	December 2020
	£	£
Trade debtors	131,904	62,166
Prepayments	109,121	34,531
Accrued income	8,406	40,194
	249,431	136,891

15 Creditors: amounts falling due within one year

	March 2022 £	December 2020 £
Trade creditors	152,490	309,440
Borrowings	10,000	–
Lease liabilities	18,103	–
Taxation and social security	23,577	24,227
Accruals	130,807	103,792
Deferred income (note 16)	75,398	27,534
	410,375	464,993

16 Deferred income

Deferred income comprises of Local Authority contracts and session fees booked in advance of delivery.

	March 2022 £	December 2020 £
Balance at the beginning of the year	27,534	171,396
Amount released to income in the year	(27,534)	(171,396)
Amount deferred in the year	75,398	27,534
Balance at the end of the year	75,398	27,534

17 Creditors: amounts falling due in greater than one year

	March 2022 £	December 2020 £
Borrowings	39,167	–
Lease liabilities	30,666	–
	69,833	–

Borrowings comprises a Corovavirus Business Interuption Loan from Barclays Bank repayable over 7 years with the final repayment due in February 2028. The loan is unsecured and is subject to interest of 2.5% per annum.

18a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	195,408	2,425,406	408,108	**3,028,922**
Net current assets	902,070	7,885	426	**910,381**
Non-current liabilites	(69,833)			**(69,833)**
Net assets at 31 March 2022	**1,027,645**	**2,433,291**	**408,534**	**3,869,470**

18b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	130,825	2,521,259	425,313	3,077,397
Net current assets	763,763	7,885	81,382	853,030
Net assets at 31 December 2020	894,588	2,529,144	506,695	3,930,427

19a Movements in funds (current year)

	At 1 January 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2022 £
Restricted funds:					
Capital					
Equipment fund	**15,863**	6,000	12,552	–	**9,310**
Farnham Refurbishment Project	**409,450**	–	10,652	–	**398,797**
Scheme operating					
Pre-school and Play Schemes	**58,043**	216,379	274,210	–	**213**
Youth Schemes	**23,340**	229,660	252,786	–	**213**
Young Adult Schemes	**–**	–	–	–	**–**
Total restricted funds	506,695	452,039	550,201	–	**408,534**
Unrestricted funds:					
Designated funds:					
Property and Development fund	**2,504,816**	–	71,525	–	**2,433,291**
IT Development fund	**24,329**	–	24,329	–	**–**
Total designated funds	**2,529,144**	–	95,853	–	**2,433,291**
General funds	**894,588**	2,403,098	2,270,041	–	**1,027,645**
Total unrestricted funds	**3,423,731**	2,403,098	2,365,894	–	**3,460,936**
Total funds	**3,930,427**	**2,855,138**	**2,916,095**	**–**	**3,869,470**

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

19b Movements in funds (prior year)

	At 1 January 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 1 January 2021 £
Restricted funds:					
Capital					
Equipment fund	33,071	–	17,208	–	15,863
Farnham Refurbishment Project	368,929	–	28,357	68,878	409,450
Scheme operating					
Pre-school and Play Schemes	3,428	337,057	255,805	(26,637)	58,043
Youth Schemes	825	135,259	90,545	(22,199)	23,340
Young Adult Schemes	–	3,466	2,157	(1,309)	–
Other					
Fundraising	–	–	–		–
Training Project	19,483	–	750	(18,733)	–
Staff training	–	–	–		
Department of Health - Engagement Project	–	–	–	–	–
Total restricted funds	425,736	475,782	394,823	–	506,695
Unrestricted funds:					
Designated funds:					
Property and Development fund	2,564,234	–	59,418	–	2,504,816
IT Development fund	57,662	–	33,333	–	24,329
Total designated funds	2,621,896	–	92,752	–	2,529,144
General funds	793,363	2,436,674	2,335,449	–	894,588
Total unrestricted funds	3,415,258	2,436,674	2,428,200	–	3,423,732
Total funds	3,840,994	2,912,456	2,823,023	–	3,930,428

Transfers between funds

2020: Nil transfer of funds
2019: Nil transfer of funds

Purposes of restricted funds

Equipment fund - Represents donations for specific item of equipment. Depreciation being provided over the useful life of the item.

Farnham Building Refurbishment Project - During 2018 our play and youth buildings at our Farnham site under went significant refurbishment. The project was completed in January 2019.

This fund will cover future depreciation charges associated with refurbishment.

Scheme operating Fund - funding for general running costs on specific schemes.

Fundraising - Funds & supplies donated to publish Christmas cards and support fundraising events.

Training project - Fund to support the research and development of accredited training and trading.

Staff Training- Garfield Western Foundation grant to support the cost of our training , officer, online training portal and courses.

Department of Health - Health and Social Care Volunteering fund grant over 4 years total funding £48,149 ending Mar 19 to deliver Challengers Engagement Volunteers project, improving health & care outcomes for disabled children and young people.

Purposes of designated funds

Property and Development fund - Is the result of two capital campaigns one to buy the land and buildings at Challengers Farnham centre and the other to build Challengers new centre at Guildford which was completed in 2013. This fund will cover future depreciation and maintenance charges for both properties.

IT Development fund - Development of Challengers new online booking and CRM system. This fund will cover future depreciation charges.

20 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

Trustees Admin Report

The Trustees of Disability Challengers present their Annual Report for the period ended 31 March 2022 under the Charities Act 2011 and the Companies Act 2006, including the Directors' Report under the 2006 Act, together with the audited financial statements for the year.

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

Date of incorporation as a company:
8 October 2001
Date of registration as a charity:
19 December 2002

Executive committee

Chairperson and Parent Trustee - Gail Bedding (1,2,3)
Chairman - Graeme Stretton (Resigned June 2022)
Treasurer – Bernard McAlister (Appointed May 2021) (1)
Board Secretary - Megan Dooley (1,2)
Communications Trustee - Alison Stenlake (Appointed November 2021) (3)
Fundraising Trustee - Rachel Bartholomeusz (3)
Legal Trustee - Holly Chantler (1)
Safeguarding Trustee - Sormeh Nikourazm (2) (Appointed January 2021)
Governance Trustee - Kim Sanders (1)
Parent Trustee - Deborah Smith
Parent Trustee - Natasha Morris (Appointed 2021)
Samantha Bossi (Resigned November 2021)
Graham Seddon (Resigned June 2021)
Dr Mike Walker (Resigned November 2021)

(1) Member Finance & Risk committee
(2) Member of Operations & Quality committee
(3) Member of Fundraising & Communications committee

Leadership team

CEO - Louise Clarke (Interim until January 2022), Gen Dearman (from February 2022)
Head of Finance – Andrew Kendall (from March 2021)
Head of Quality – Laura Baxter
Head of Fundraising & Communications – Carla Gill
Head of Service- Paul Wilson

Patrons

Mrs Caroline Breckell MVO DL
Mr Christopher Brewer MBE
Mr Colin Hassell, Co-Founder
Mr Derek Arden and Mrs Sally Arden
Miss Jenny Seagrove
Mr Larry Sullivan
Mr Michael Buerk
Michael More Molyneux DL, Lord-Lieutenant for Surrey
Mrs Moira Martin
Ms Myanna Buring
Mr Peter Gordon
Miss Rachel Morris MBE
Mrs Sally Phillips

Advisors

Auditors
Sayer Vincent LLP
Invicta House, 108-114 Golden Lane
London, EC1Y 0TL

Honorary Legal Advisers
rhw solicitors LLP
Ranger House, Walnut Tree Close
Guildford, GU1 4UL

Bankers
Barclays Bank PLC
North Street, Guildford, GU1 4AG

Registered Office
Challengers
Stoke Park, Guildford, GU1 1TU

The Charity (Registered Charity: 1095134) is a company limited by guarantee in England and Wales(No: 4300724) and governed by the Memorandum and Articles of Association.

Challengers

www.disability-challengers.org

Challengers, Stoke Park, Guildford, GU1 1TU

Registered Charity Number: 1095134
Company Number: 4300724

Disability Challengers is a charitable company limited by guarantee

DISABILITY CHALLENGERS

England & Wales - Charity number 1095134

Accounts

Challengers

Annual Report 2020

Disability Challengers | Company No: 4300724 | Registered Charity No: 1095134

Chairman's Report

Along with the rest of the world, the complications brought on by the coronavirus pandemic meant that 2020 was an extremely difficult year for Challengers. With lockdowns came some unavoidable closures of the service and cancellation of fundraising events, as well as new furlough arrangements, all of which had an impact on the financials. However, I am pleased that thanks to some difficult but quick decisions, we have made it through 2020 in a strong and sustainable financial position, and well-positioned for the challenges and opportunities that face us from here.

It's never easy making changes, but if there's one thing that this very difficult period has made apparent, it's how tenacious, resilient and adaptable the charity is. Despite the many challenges that 2020 has presented, the Trustees, Senior Leadership and staff teams have continued to provide an amazing service that is essential for disabled children and their families, and highly valued across our communities.

In that context, it's hard to call out individuals, but I do want to pay tribute to our former Acting CEO and Head of Finance Amanda Matthews, who steered us through the charity's restructuring and was part of the fabric of Challengers for many years. Whilst she left us for the Scottish Highlands early in 2021, she was the glue that held the ship together in the toughest of seas, and the charity will be thankful for her legacy for many years to come.

And on a final note, my personal thanks to all our supporters, stakeholders and members of Team Orange. You have my commitment that despite the ongoing pandemic, Challengers is tackling issues head-on and is continuing to provide play and leisure opportunities for hundreds of disabled children in Surrey, Hampshire and West Sussex. I'm incredibly grateful for the hard work of everyone involved and know that with the right strategy and leadership in place, the charity and Team Orange will continue to thrive.

Graeme Stretton, Chairman of Trustee Board

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CEO Report

2020 was a year of both opportunity and significant challenge, created by the global health pandemic.

Like many organisations, Challengers was caught in a dichotomy between keeping people safe and providing much-needed support for children and families, however, the charity responded to this very well, taking the opportunity to explore new ways of working and alternative ways to provide a service.

There is no doubt that 'lockdown' and COVID-19 had a profound impact on disabled children, young people and their families and I want to pay tribute to Challengers for continuing to provide safe and effective face-to-face services during this time, as well as fun and engaging virtual activities. This was made possible by the leadership of Acting CEO Amanda Matthews and the team of committed and dedicated staff, Trustees, and Senior Leadership Team, all of whom responded swiftly and consistently to government guidelines, always focusing on 'what they could do' rather than 'what they couldn't' - something which is fundamental to the Challengers Approach.

Throughout this challenging period, staff have successfully managed and mitigated risks, preventing infection transmission, and most importantly - enabling children and young people to have fun and giving families respite during this incredibly stressful period. Before the pandemic working from home had not been a common practice at Challengers, therefore making the transition to home working highlighted the need for investment in IT and telephone infrastructure. This presented a further opportunity for Challengers to re-think the way that staff work and how we can connect with each other to create a more flexible and agile way of working for the future.

We all know that play is essential to every child's development, and Challengers is doing incredible things to ensure that every child has the opportunity to play. As the Interim CEO, it's my job to strengthen the foundations and to prepare the groundwork for the next chapter in this extraordinary charity's history, and I feel privileged to play a small part in ensuring its ongoing sustainability.

Louise Clarke, Interim CEO of Challengers

About Challengers

Challengers have been operating for over 40 years, providing thousands of disabled children and young people with opportunities to play, have fun, and make new friends. While lots has changed in that time – the locations we operate in, the people, and even the charity's name - our vision and mission haven't changed since 1979.

Vision

A world where all children and young people can play together, freely.

Mission

To provide truly inclusive, fun and safe places where all disabled children and young people can spend time with their friends. To offer a positive impact for families and the wider community.

Our Approach

Challengers is a place where everyone is welcome and celebrated for who they are. Young people are free to play and experience new things, and we will never exclude someone on the grounds of their impairment.

We believe that we deliver play and leisure in a truly inclusive and aspirational way, showing that there is no reason why disabled children and young people should be excluded from playing an active part in society. We hope that in doing so, we are leading by example and can positively influence other providers, as well as the way that society views disability.

Our Impact

Aside from bringing joy to the children themselves, another benefit of Challengers is that it provides a short break for the families. Raising a disabled child is complex and can be extremely demanding, therefore it's vital that families can access respite from care responsibilities. Parents can relax and enjoy time away from their child, knowing that they are safe and happy at Challengers with our trained staff.

Our staff are fundamental to delivering positive change. Many come with little or no experience of disability, but through their training and experiences at Challengers they often develop a real commitment to equality and inclusion. They leave us with informed and inspired views that change the way they live their lives and how they interact with those around them.

Strategy

As part of our new strategy moving forwards, we have identified three core goals that bring our vision and mission to life, using play opportunities to develop confidence in children and young people and ensure that every child is enabled to enjoy and experience play. They also set out to ensure that families have the opportunity to reach out to each other, reduce isolation, increase knowledge and improve the quality of information and support they have available to them. Our priorities, therefore, serve to support these goals and ensure that we continue to offer meaningful and impactful play opportunities, evidence our impact and also share our knowledge and expertise to educate and support local communities.

These goals and priorities can only be achieved with firm foundations; therefore, we aim to attract and retain the best quality staff and demonstrate best practices, in the most financially responsible and sustainable way. This will require a framework of strong governance, underpinned by a culture of continuous improvement, all guided by The Challengers Approach and our five core values.

Goals

- Enable the people we support to develop skills and confidence through play
- Contribute to a more inclusive society by challenging the barriers to play
- Connect families together and enable a community of information sharing and support

Priorities

1. Excel at providing inclusive play opportunities
2. Evidence our impact in the communities we serve
3. Share our knowledge and expertise with a wider audience
4. Establish a Community Hub

Foundations

- Staff happiness
- Sustainable business model
- Sound governance
- Culture of continuous improvement

Values

- Inclusive
- Playful
- Trustworthy
- Ambitious
- Accountable

2020 in numbers

Despite being unable to run a service for several months of the year due to lockdowns, Challengers still delivered close to 2000 sessions and supported almost 1000 disabled children and young people.

1,716
Challengers sessions delivered

987
Children and young people supported

5
Fundraising events (23 cancelled due to the pandemic)

1,880
Volunteer hours

60,198
Hours of play

Pre school: 28,008
Play: 18,076
Youth: 10,783
Young Adults 2,210
555: 235
Fun Swim & Swim Club: 174

37
Videos created to keep children entertained during lockdown

?
Hours spent on Zoom? Too many to count!

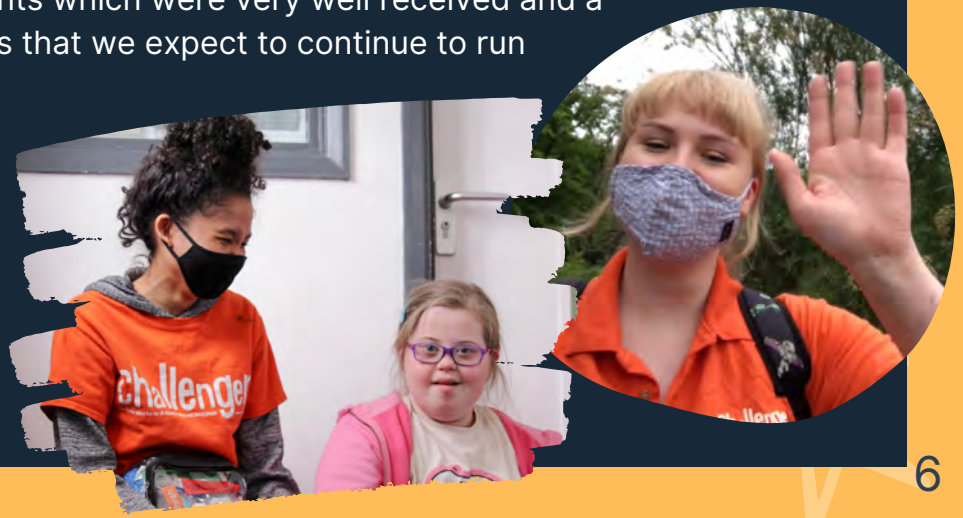
> During lockdown their (Challengers') zoom meetings were one of my son's connections with other children and it helped his mental health

Head of Service Report

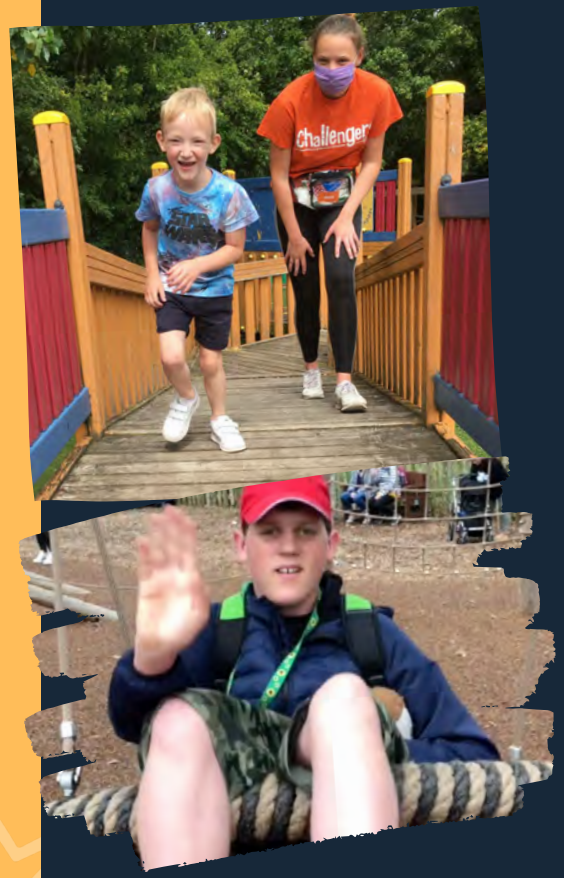
2020 was certainly a year to remember. Early in the year, the pandemic hit and we entered our first lockdown, which meant we had to close all schemes (except the Farnham and Guildford Pre-schools) and furlough most Challengers staff. While in lockdown things were busy behind the scenes - we restructured the organisation, planned the safe re-opening of our Play and Youth schemes, and made sure we were in the position to cope with the fallout of reduced funding opportunities that were now inevitable. They say if you don't like the road you are walking down then you should pave another one, and that is exactly what we did. We had to make very tough decisions to close vital services, including our Young Adult schemes which were absolutely heart-breaking. However, we knew that we had to take this action and that in doing so, the charity would be on a more robust footing going forward - allowing us to continue to run a fantastic service and support as many families as possible.

The Pre-school leaders and staff were amazing. While the world around them was in chaos they showed their resilience, providing an excellent service for keyworker children. They continued supporting children and families, taking on new covid guidance and making changes to the way they ran on almost a daily basis. Not being able to open all of our schemes was frustrating, especially as we knew that young people and their families were going through a really tough time in lockdown, so we started offering virtual services. This included YouTube videos of activities, songs and other fun, and then Zoom sessions for young people where they could take part in drumming, dancing, meet animals (virtually), show off their talents and just enjoy socialising. We even started social evening Zoom sessions for parents which were very well received and a great excuse for a glass or two! Zoom sessions have been such a success that we expect to continue to run them alongside our face-to-face services as we move forward.

We set up a Covid Response Team who were responsible for analysing the ever-changing government guidance, setting up new policies and procedures, and delivering training to make sure staff were able to keep themselves and the young people safe. Thanks to their incredibly hard work and commitment, we were able to reopen schemes before the summer period.



When our schemes finally re-opened it was really hard work, especially for our newly-appointed Operations Managers. They worked tirelessly to make sure the schemes were ready - there was new PPE to contend with and lots more cleaning, but crucially there were children and young people to play with, so the staff teams got on with doing what they do best and adapted to the new way of working. Likewise, the children and young people were also wonderful. They just embraced having the space to play and reminded us why what we do is so important. Throughout the whole pandemic, the hands-on Operations staff have remained so positive because they feed off the incredible resilience and boundless energy of the fantastic children and young people that come to our schemes.



Another real positive of this difficult time has been our 555 service, where we support children and young people whose school placement has broken down. The team does a fantastic job of keeping them positive and engaged while a new school is found for them, helping them to build confidence and valuable skills. I'm proud that our 555 service has made a huge difference to young people who have been going through a really hard time this year.

All in all, 2020 has been the most challenging year I can remember in my almost 20-year tenure at Challengers, but I am so proud to be part of this incredible charity.

We will get through this pandemic, and a rejuvenated Challengers will be there ready to provide even more essential play opportunities for disabled children and young people. Our staff teams are excited about the future and looking forward to being able to focus on play - which is what they do best!

Paul Wilson,
Head of Service

Our COVID-19 Response Team

Challengers simply wouldn't have been able to re-open its doors without our COVID-19 Response team who worked tirelessly over the year to keep children, staff and families safe during the pandemic. The team formed in March, and quickly got to work by implementing creative solutions to get schemes up and running again.

New policies and procedures

Shannon and Ella spent countless hours researching and reading Government guidelines and created a COVID-19 manual for Challengers staff. The manual constantly needs to be reviewed, so each week they go through updates with staff to ensure that they understand the new policies and are compliant with all of the new procedures.

Risk assessments & audits

The team prepared individual risk assessments for each scheme and visit schemes weekly to check that the highest health and safety standards are being maintained and that new procedures are being followed correctly. Getting used to a new way of working is tricky, but our staff teams have taken it in their stride and are gaining knowledge and confidence with each day that goes by.

Personal Protective Equipment (PPE)

Our Nurse Trainer Debbie spent much of the early lockdown training doctors and nurses on the front line in the proper use of PPE, before training our Play and Youth workers to the same standard. Alongside this, she trained staff in new first aid equipment and resuscitation procedures and kitted workers up with their personal supply of PPE and cleaning materials.

Training

Ella has been in high demand delivering lots of new training on topics like safeguarding, moving people and behaviour support which takes into account enhanced COVID-19 risks. The lack of routine during lockdown was very difficult for disabled children to adapt to, leading to the emergence of challenging behaviours in many of the children we support, so thorough and relevant staff training on how to handle this has been more important than ever.

Ella, Training Manager

> "All of the hours of risk assessments, training and audits are worth it when you see the children playing and enjoying themselves."

Feedback from families

We often hear from parents that Challengers is a lifeline for their family, and being able to access our schemes really can mean the difference between coping and not coping. During the lockdowns in 2020, it was vital that we could still offer some form of support to children and families, even if we couldn't see them face to face, so we decided to start running virtual Challengers sessions. It was a wonderful way to keep in touch with everyone, and for the children and young people to see and hear their orange friends. Here is Fran's experience ...

Meet Fran!

"During the lockdown, Fran desperately missed Challengers. It has always been her place to go to, her friends, her activities and that has been such an important part of her life as there are so few places that exist like Challengers. It's somewhere Fran can go to just be herself and be accepted. When we found out about Challengers' Zoom sessions it was such a boost! I remember when I told Fran about the virtual sessions it made me cry as I saw her face absolutely light up. The virtual Zoom meetings have been absolutely great for her, she looks forward to them every week and is really happy afterwards."

Feedback from families

While virtual sessions have worked well for many people, we appreciate that they aren't the same as an in-person interaction, so naturally, families were relieved to get back to Challengers once we re-opened. Knowing that their child is safe and happy at Challengers means parents can relax and spend time enjoying a vital break from caring - whether that's spending quality time with their other children, going out for lunch, or just doing the food shop!

"It has been incredibly challenging to have two autistic children at home during the pandemic, so Challengers re-opening has been fantastic for my son. There is nothing more they could have done, they have been incredibly supportive and communication has been great."

"My son really struggles with change and it showed when he first came back. Because of the lovely staff members and how well they know my son, we figured it out quickly and he is now happy going in again! I think Challengers is doing an amazing job given the current situation and I'm extremely happy with everything."

Feedback from families

99% of families scored our staff as good or excellent since the re-opening of our schemes in June 2020.

"Amazing. My daughter has thrived on having 1:1 face contact. She has loved seeing both staff and friends."

95% of families rated our facilities and use of PPE and cleaning & sanitising processes as good or excellent.

"We were very happy with the COVID-19 precautions and preventative measures in place at the sessions."

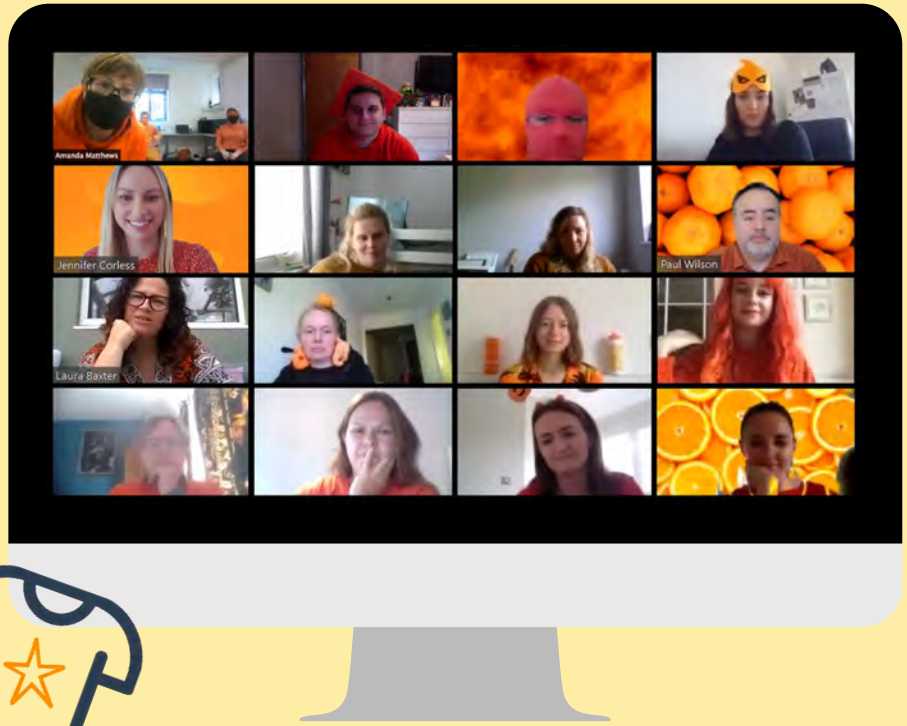
92% rated of families rated our activities as good or excellent.

100% of Farnham and Guildford Pre-school families rated facilities, activities and safeguarding as good or excellent.

96% of Farnham and Guildford Pre-school families said Challengers helps improve their child's social skills.

"They loved it! Smaller groups worked so well for them and they had so much fun. I really appreciated having a little time to myself."

Fundraising through a pandemic



In March 2020 we found ourselves in a strange and previously unimaginable situation – a national lockdown. No one knew how long the lockdown would go on for, but we knew that within a few months we would see a significant shortfall of approximately £150,000 from the forced cancellation of our fundraising events and activities. We rely on voluntary funding for half of our yearly income, and we knew that without this, we simply wouldn't be able to continue our work. But that wasn't an option. Challengers support thousands of families across the South, so we knew that we had to make up this money and be in a position to re-open schemes to provide vital play and social opportunities for our young people.

Virtual Marathon

In early April we started an emergency appeal on Crowdfunder. We didn't know how people would respond, but the support we received was overwhelming. Supporters set up virtual raffles and events, took on running and cycling challenges, and even shaved their heads to raise money to help save our schemes, which is a testament to how much the community values Challengers and the important service we provide for disabled children and their families. Although we didn't reach our target of £150,000, over 1000 people donated and helped to raise an incredible £67,748. This money was vital to ensuring we're in a good standing to re-open following the first lockdown.

Fundraising through a pandemic

The summer period was positive, and we were able to run a few of our larger events which allowed us to recoup some income, as well as some virtual fundraising events. However, with the pandemic ongoing, the future of our finances for 2021 and beyond was still uncertain. Following the second lockdown in November we launched a Christmas appeal which raised £4,551 – reaching our target of £5k with the addition of gift aid.

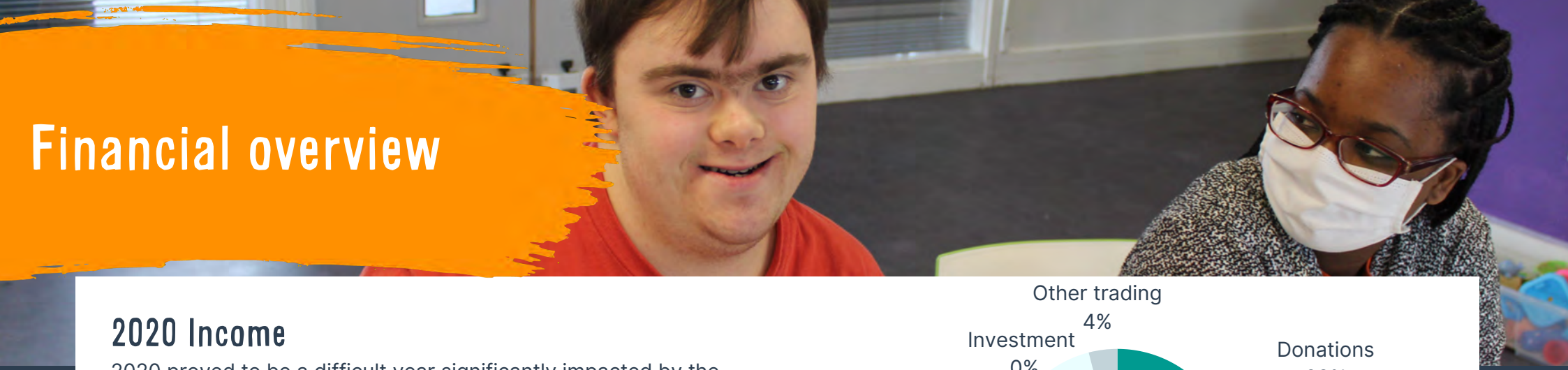
> Fundraising through a pandemic has been difficult and stressful, but if one positive can be drawn from it, it's has forced us to be creative and think outside of the box. It's also shown how wonderful our supporters are and how much Challengers is valued by the local community. This support kept us going through a difficult year, and spurred us on to fundraise even more in 2021.

Carla Gill, Head of Fundraising & Communications

Motoring Event

Jazz Festival

Christmas Wish



Financial overview

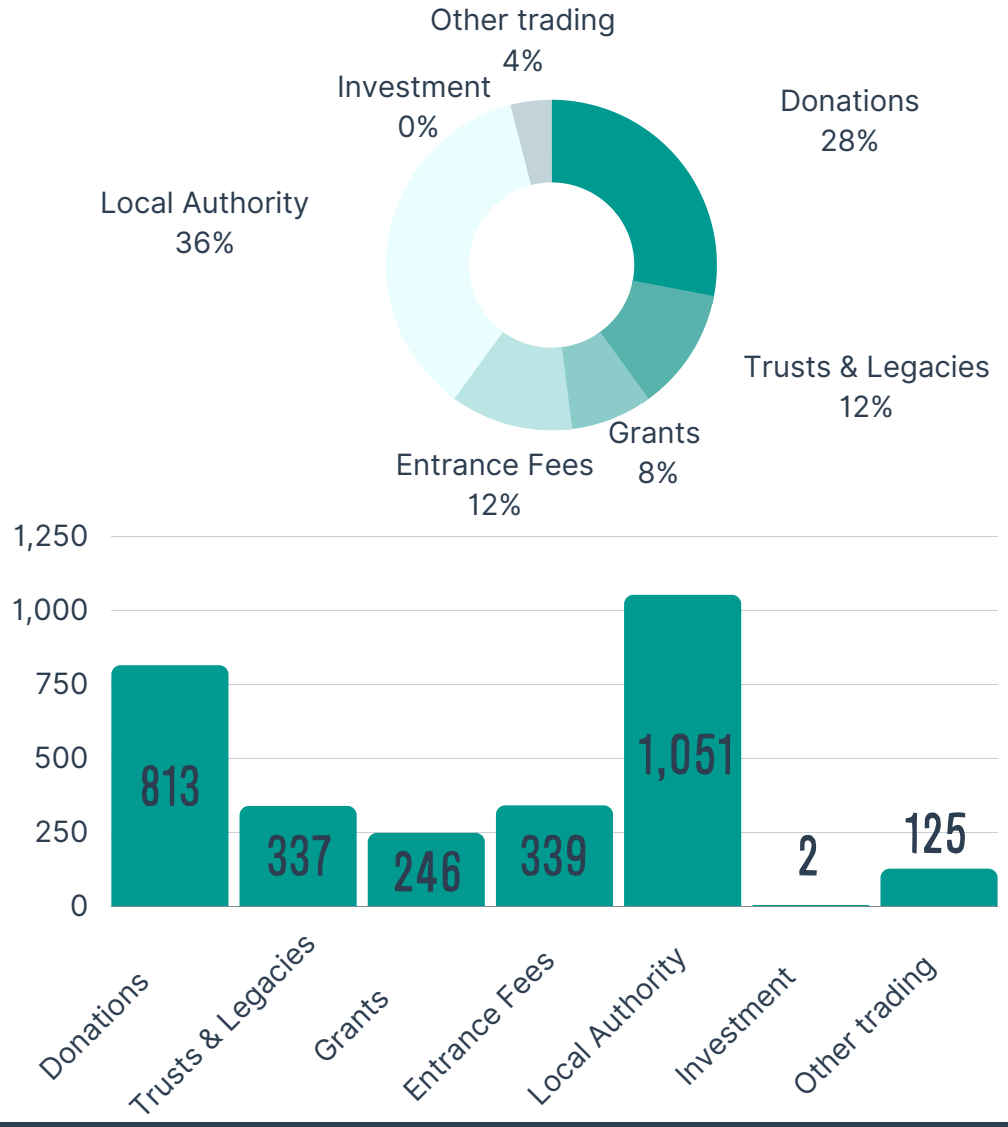
2020 Income

2020 proved to be a difficult year significantly impacted by the Covid 19 pandemic. However, the year reported a surplus of £89k across all funds. The unrestricted fund had a surplus of £101k and restricted funds had a surplus of £81k, offset by a deficit on designated funds of £93k. The designated fund deficit relates to depreciation charges against assets acquired in previous years. The Unrestricted fund and restricted fund are in surplus despite a reduction in income due to a reduction in costs as a result of reduced activity caused by Covid 19 restrictions and internal cost controls.

Total income decreased by 11% in 2020 to £2.9m (2019: £3.3m).

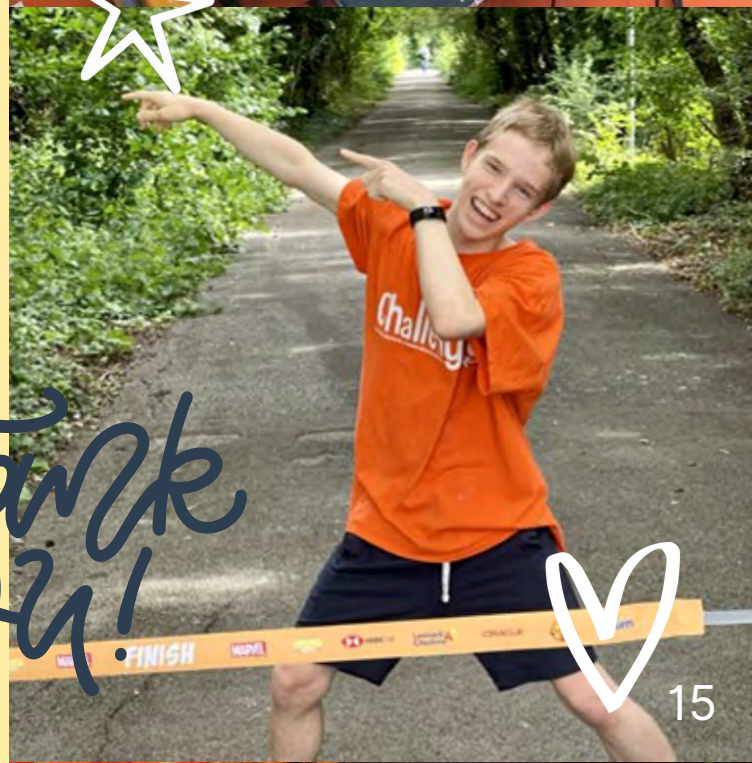
Donations and legacy £1,150k (+38% vs 2019); this year saw a drop in trust and foundation income of 25% (-£88k vs. 2019), a reduction to corporate income of 55% (-£73k vs. 2019), income from individuals dropped by £9k (-3% vs. 2019), income from communities dropped £31k (-40% vs. 2019) while legacy income achieved was £70k (nil in 2019). Donation and legacy income in 2020 include furlough income from the Government's Coronavirus Job Retention Scheme of £447k (2019 – nil)

Income for charitable activity £1.6m (-24% vs 2019)



With thanks to ...

Children In Need (main grant)- £10,057.75 supporting Guildford Pre-school and Play Leaders
Children in Need (small grant) - £10,000 supporting Guildford Youth
Children in Need (booster grant) - £3,000 supporting our COVID-19 response
Children in Need (bridging grant) - £40,231 supporting Guildford Pre-school and Play Leaders
Children in Need (next steps grant) - £28,877 supporting our COVID-19 response
TVCBC Councillor Community Grant - £1,000 supporting Andover Youth
The February Foundation - £5,000 supporting our COVID-19 response
Elmbridge Borough Council - £4,000 supporting our Esher Play Deputy Leader
Community Foundation for Surrey - £4,173.00 supporting COVID-19 IT costs
Community Foundation for Surrey - £5,000 supporting Recruitment and Volunteer Manager
Community Foundation for Surrey - £2,000 supporting after school sports club activities
Community Foundation for Surrey - £11,000 supporting our Service Manager in 2020 (Total support of £22,000 for 2020 and 2021)
Walton On Thames Charity - £4,566 supporting Esher Play
Farnham Town Council - £750 supporting Farnham Play
East Hampshire District Council - £7,425 supporting Alton Play
San Francisco Foundation - £9,455.78 supporting Guildford Play
National Lottery Community Fund - £36,946 COVID-19 emergency funding for Pre-schools
Mulberry Trust - £5,000 supporting virtual sessions
St James's Place Foundation - £4,500 supporting virtual sessions
The Leathersellers' Company Charitable Fund - £15,000 unrestricted funding



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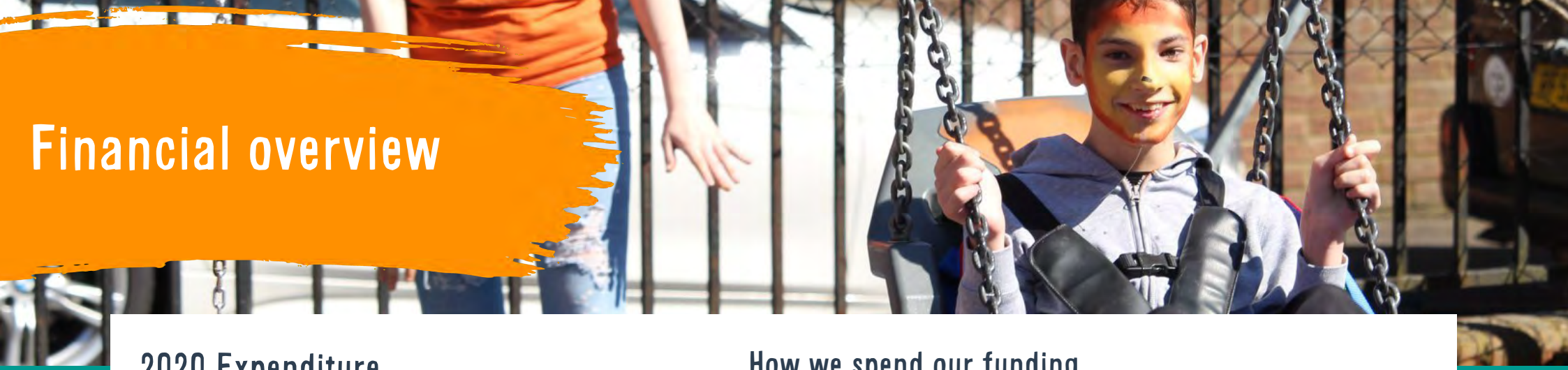


Financial overview

2020 Expenditure

Total expenditure decreased by 21% vs. 2019 to £2.8m.

Cost of raising funds decreased by 33% vs. 2019 which represents a decrease of 2p in each £1 raised, 10p of each £1 raised was spent on the generation of future income

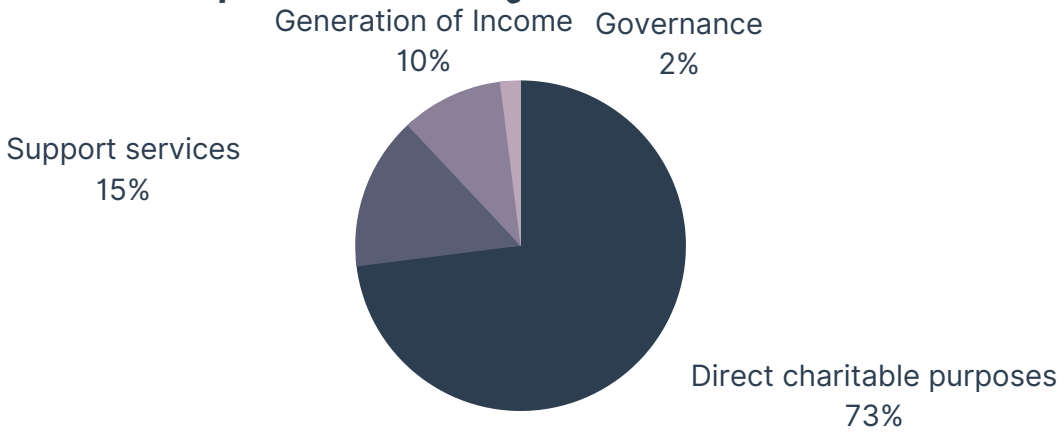
Charitable expenditure in the year decreased by 21% vs. 2019 which represents a decrease of 1p in each £1 raised, 73p of each £1 raised was spent on charitable expenditure.

Expenditure on support costs decreased by 11% vs. 2019 15% of total expenditure compared to 13% in 2019. Support costs include the cost of teams within Finance, Quality and Communications together with investment in staff recruitment, learning and development.

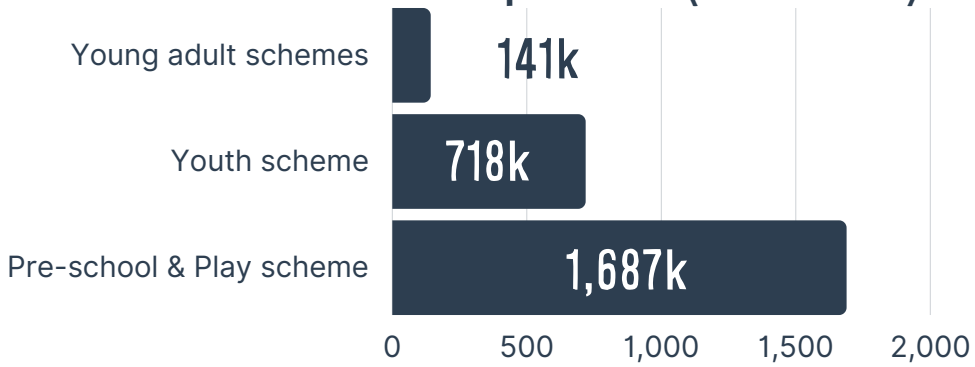
Governance costs remained consistent with 2019 at 2% of total expenditure.

In accordance with charity accounting practice, Support and Governance costs are allocated to charitable expenditure based on each activity's proportion of delivered hours.

How we spend our funding



Breakdown of charitable expenditure (total £2.5m)



The impact of COVID-19

Services

Following Government advice, all Challengers services were suspended on 10th March 2020. We subsequently ran a key worker and vulnerable child service from our Guildford Pre-school (Farnham Pre-school remained closed as there were no applicants for the service).

The impact of COVID-19 on service users and their families has been huge. Many have struggled with the change of routine, which has caused anxiety levels to rise and behaviour to escalate. There has been no respite for families and it has been particularly hard for those working from home. Challengers has kept in touch with families and offered remote support via video activities, Q&A sessions for parents and welfare calls.

Staff and Volunteers

Where possible, staff have been furloughed during the pandemic. All other staff have worked from home, with the exception of those running services or performing tasks where it has been essential to be in the office. Volunteers have been encouraged to support teams remotely where possible.

Income

- Voluntary income has been impacted by COVID-19. Voluntary income, excluding furlough income, fell by 16% in the year with Corporate and Trust donations being affected most by COVID-19.
- Local Authority funding fell 22% (£297k) in the year, reflecting reduced delivery of local authority funded sessions.
- Session fees fell 49% (£327k) in the year due to sessions cancelled during the lockdown.
- These reductions to income were partially offset by £446k of income from the Coronavirus Job Retention Scheme covering the wages of staff placed on furlough.

Cashflow

- Challengers has managed its cash reserves carefully during 2020. Cash at the bank has risen £358k during 2020 as measures to control costs have been put in place.

Reserves

Challengers' reserves policy is to maintain free cash reserves of between 4 and 6 months expenditure. Due to seasonal changes in activity levels, this will fluctuate throughout the year, however, free reserves should be maintained between £850k and £1.5m.

The main objective of the reserves policy is to deal with short term cashflow challenges to protect the long-term future of the charity. In addition, the trustees believe this level of reserve would allow a safe and sensible closure in the event that this was the only option. Reserves are reviewed monthly at the Finance and Risk subcommittee.

The free cash reserves level at year-end was £1,181k, representing 5 months 2020 average operating expenditure.

Year-end designated funds stood at £2.53m, the residual value of this fund is required to support the long-term security of premises and IT infrastructure to ensure the charity can meet its objectives.

Of this amount, £2.42m has been set aside for known future depreciation costs on buildings at our Farnham and Guildford centres over the next 50 years.

Going concern

The Trustees take financial governance seriously and each month consider the monthly finance reports, the cash flow and the organisational KPIs to ensure challengers is meeting its charitable objectives and continue to do so in the foreseeable future.

The Board of Trustees agrees that Challengers is a strong and viable going concern. The factors that lead to this conclusion are:

- Demand for Challengers services and contracts in place
- Strong financial governance and current financial position
- Good management control and regular governance
- The effective and proactive management team
- Clearly demonstrable public benefit
- Clear and well-informed strategic plan
- Well-informed income generation plan

Fundraising conditions & statement

The actual cost to the charity to run a Play or Youth scheme is £180 per child per day. We use Local Authority funding and our own fundraising income to heavily subsidise schemes so that parents only need to pay a small contribution towards the overall cost. We do this so that the cost of attending is not a barrier to families, as we believe that parents shouldn't have to any pay more for their disabled child to access Challengers than they would pay for a non-disabled child to access a similar 'mainstream' service.

We are very grateful to have been successful in receiving a large proportion of the funding available from Local Authorities for 2021 to help fund Challengers schemes, however, we have received less money overall than in previous years. Inevitably, these funding changes have impacted what we are able to run and means that in some areas we may have to reduce or cease services.

We are working hard to find options for reducing our costs in order to fund more places at Challengers schemes, as well as continuing to look for opportunities to provide more of a service for everyone. We will continue to fundraise as much as we can to fund additional places at our schemes, and we greatly value the effort and commitment shown across key areas of voluntary income by those who support our fundraising. During a period that has seen many changes and challenges, the Fundraising team has worked incredibly hard and delivered a brilliant year-end figure. We look forward to growing all lines of income in the coming years to deliver a sustainable fundraising portfolio required to protect our schemes.

We are committed to a fair and ethical approach to all our fundraising practices. We are registered with the Fundraising Regulator, are signed up to the Fundraising Preference Service, and comply with the revised standards outlined in the Fundraising Regulator's Code of Fundraising Practice for the UK. We do not work with Professional Fundraising Organisations or Commercial Participators to solicit donations, have a strict policy of never selling or passing on our supporters' personal data, and have never bought fundraising data from a third party. We are also proud to report that we have never received any complaints relating to our fundraising practices.

Risk

The Board's risk appetite guides the risk management process. The Board is not seeking to eliminate risk as there is a recognition that it is necessary to accept the risks that cannot be mitigated in full or which fall beyond Challengers' control. However, the Senior Leadership Team actively monitor and manage such risks to provide reasonable, but not absolute assurance that the charity is protected.

Challengers have a robust risk monitoring process. Risks are ranked by the likelihood of occurrence and impact to the charity. There is an annual Risk Register meeting to which all Trustees and members of the Leadership Team are expected to attend and contribute to. This results in a register that is reviewed by trustees monthly at the Finance and Risk meeting and in addition at the relevant sub-committee meetings.

However, the management of day-to-day operational risks is delegated to the Senior Leadership Team to proactively manage throughout the year. This is done on a monthly basis at a risk register review workshop with actions assigned to members of that team.

The Board approves a comprehensive annual budget and plan for Challengers and the Board and its Committees monitor performance against these plans and budgets on a monthly basis. Material variances, together with any revised financial forecasts, are submitted regularly to the Finance Committee and to the Board. The Board is satisfied that these systems, combined with internal financial controls and the reserves policy, will ensure that sufficient resources are available to meet the immediate needs of Challengers in the event of adverse conditions.

Risk Clarification

	Finance	Operations & HR	Operations & Finance
Risk factor	**The funding model is no longer sustainable** Voluntary income targets not met due to internal and external influences. Short-term voluntary income, lack of recurring revenue. Unanticipated changes in commissioned income. Services too reliant on one funding source. Session fees not increased in line with inflation.	**People capability and capacity.** Difficulty recruiting and retaining talented staff in a competitive labour market. Inability to recruit and deploy enough staff. Failure to protect staff.	**COVID-19** Impact on cashflow short and long term. Impact on service users. Impact on staff. Safety of operational staff and service users.
What are we doing about it?	• Agile fundraising team able to respond to challenging factors. • Regular giving campaign. • Continue to develop relationships with Commissioners. • Flexible budget able to respond to economic changes. • Review the funding model of each scheme. • Set a minimum level of local authority contribution for each scheme, applied at contract renewal.	• Regularly review recruitment processes. • Embed our values in appraisal and training. • Benchmark our pay and benefits across the sector. • Good induction and supervision process, good support from outsourced external professionals in Health and Safety and HR.	• Challengers' emergency fundraising appeal. • Application for COVID-19 funding. • Virtual sessions, live video sessions via Zoom, video activities on You Tube, video messaging. • Welfare calls to service users. • Ensure all government safety advice is followed and adhered to when operating services. • Ensure all safety equipment is available. • Continue staff meetings for all staff.

Board of Trustees

Challengers is a company limited by guarantee registered in England and Wales and a registered charity. Its objects and powers are set out in its Memorandum and Articles of Association. Challengers' activities are coordinated from its headquarters in Guildford.

The directors of Challengers for the purposes of company law are referred to throughout this report as Trustees. They are also Trustees for charity law purposes. The Board of Trustees is the governing body of Challengers and comprises 16 members who served during the year and up to the date of this report are set out on the final page of this document. The full Board Committee meets four times a year. Each Trustee also sits on one of two subcommittees, these are Finance and Risk which meets monthly, Operations and Quality which meets 4 times a year, and Fundraising and Communications which also meets 4 times a year. Details of who sits on each committee can also be found on the final page. The subcommittees have no decision-making powers but make recommendations to the Board.

Trustees are appointed by co-option. One third of the Trustees, who act as directors for the purposes of company law, shall retire from office at the Annual General Meeting. Those retiring Trustees shall be eligible for re-election. Should a Trustee resign prior to the end of their term, a new Trustee may be co-opted to serve the remainder of that term. Trustees do not receive any remuneration for their services. The members of the company comprise all of the Trustees. The members have guaranteed the liabilities of the company, up to £1 each.

Trustees are appointed through an open recruitment process that is widely publicised and each and every Trustee has a specific role to which they are recruited. Applicants are interviewed by a selection panel including the Chairman and CEO. The charity has a programme for induction and training of Trustees which is clearly set out in the Challengers Trustee Handbook.

The handbook is revised annually alongside any skills gaps that may have developed. The Chair also meets with every Trustee to discuss their position and experience giving both parties the opportunity to discuss confidentially the Board's performance. Every three years we will invite an external body into meetings to review Board performance. This was last done was in 2017 by a CEO of a local charity who gave a comprehensive report back to the charity.

Information given to Auditor

Each of the Trustees has confirmed that so far as they are aware, there is no relevant audit information of which the company's auditors are unaware, and that they have each taken all the steps that they ought to have taken, as Trustees, in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information. Furthermore, Trustees and senior staff have completed the annual declaration of interest paperwork.

Organisation structure

The Trustee Board is responsible for the direction, management and control of Challengers. The Board is responsible for approving the policies and strategy of Challengers and for ensuring the effective use of its resources in accordance with its charitable objects and UK law. The Board exercises overall responsibility for the direction, management and control of Challengers by supervising the work of the Chief Executive and, through them, the staff, so that the organisation is run efficiently and accountably. In order to achieve this, the Board reviews all long-term strategic and
financial plans together with annual plans and budgets, and all major operational and financial policies.

Trustees Responsibilities

The Trustees (who are also directors of Disability Challengers for the purposes of company law) are responsible for preparing the Trustees' annual reports and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (the United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation

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

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

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

Auditors Sayer Vincent LLP were re-appointed during the year to act as Challengers' auditors. The Trustees' report was approved by the Trustees on 10th September 2021 and is signed on their behalf by:

Mr Graeme Stretton – Chairman

Fun for everyone

Independent auditor's report to the members of Challengers

Auditor's report

Opinion

We have audited the financial statements of Disability Challengers (the 'charitable company') for the year ended 31 December which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 charitable company's affairs as at 31 December 2020 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice

Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 Disability Challenger's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

The other information comprises the information included in the trustees' annual report, other than the 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 financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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 charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud 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 and the finance and risk committee, which included obtaining and reviewing supporting documentation, concerning the charity'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 charity 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 charity 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.
- 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.

Auditor's report

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.

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.

Use of our report

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

Joanna Pittman (Senior statutory auditor)

20 September 2021

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Challengers
Financial Statement

Disability Challengers
Statement of financial activities (incorporating an income and expenditure account)

Company no. 4300724

For the year ended 31 December 2020

	Note	Unrestricted £	Designated £	Restricted £	2020 Total £	Unrestricted £	Designated	Restricted £	2019 Total £
Income from:									
Donations and legacies	2	920,566	-	229,926	**1,150,492**	492,651	-	342,802	835,453
Charitable activities									
Pre-school and Play Schemes	3	851,420	-	214,318	**1,065,738**	1,094,592	-	88,010	1,182,602
Youth Schemes	3	512,003	-	30,381	**542,383**	816,071	-	42,200	858,271
Young Adult Schemes	3	26,059	-	1,158	**27,217**	102,666	-	2,500	105,166
Training Project	3	-	-	-	**-**	-	-	-	-
Other trading activities	4	124,628	-	-	**124,628**	265,432	-	-	265,432
Investments	5	1,997	-	-	**1,997**	5,367	-	-	5,367
Total income		2,436,674	-	475,782	**2,912,456**	2,776,779	-	475,512	3,252,292
Expenditure on:									
Raising funds	6	276,539		-	**276,539**	408,861		4,000	412,861
Charitable activities									
Pre-school and Play Schemes	6	1,326,660	71,838	288,921	**1,687,419**	1,467,673	67,972	278,148	1,813,793
Youth Schemes	6	595,876	19,330	102,639	**717,845**	890,968	23,684	189,600	1,104,252
Young Adult Schemes	6	137,123	1,583	2,513	**141,220**	208,787	2,771	18,944	230,502
Training Project	6	(750)	-	750	**-**	-		12,702	12,702
Other		-	-	-	**-**	-	-	-	-
Total expenditure		2,335,449	92,752	394,823	**2,823,023**	2,976,288	94,426	503,394	3,574,109
Net income / (expenditure) for the year	8	101,225	(92,752)	80,959	**89,433**	(199,509)	(94,426)	(27,882)	(321,817)
Reconciliation of funds:									
Total funds brought forward		793,363	2,621,896	425,736	**3,840,994**	992,872	2,716,322	453,618	4,162,812
Total funds carried forward		894,588	2,529,144	506,695	**3,930,427**	793,363	2,621,896	425,736	3,840,994

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 18a to the financial statements.

Disability Challengers
Balance sheet

Company no. 4300724

As at 31 December 2020

	Note	£	2020 £	£	2019 £
Fixed assets:					
Tangible assets	13		3,077,397		3,181,802
			3,077,397		3,181,802
Current assets:					
Debtors	14	136,891		263,746	
Short term deposits		173,839		173,839	
Cash at bank and in hand		1,007,294		649,190	
		1,318,023		1,086,775	
Liabilities:					
Creditors: amounts falling due within one year	15	(464,993)		(427,583)	
Net current assets			853,030		659,192
Total net assets			3,930,427		3,840,994
The funds of the charity:	18a				
Restricted income funds			506,695		425,736
Unrestricted income funds:					
Designated funds		2,529,144		2,621,895	
General funds		894,588		793,363	
Total unrestricted funds			3,423,732		3,415,258
Total charity funds			3,930,427		3,840,994

Approved by the trustees on 10th September 2021 and signed on their behalf by

Graeme Stretton
Chairman

Bernard McAlister
Treasurer

Disability Challengers
Statement of cash flows

Company no. 4300724

For the year ended 31 December 2020

	Note	2020 £	£	2019 £	£
Cash flows from operating activities					
Net income for the reporting period		**89,433**		(338,093)	
Depreciation charges	13	**129,430**		131,791	
Interest and rent from investments		**1,997**		5,367	
(Increase)/decrease in debtors	14	**126,855**		81,436	
Increase/(decrease) in creditors	15	**37,410**		(55,482)	
Net cash provided by / (used in) operating activities			**385,125**		(174,981)
Cash flows from investing activities:					
Dividends, interest and rents from investments		(1,997)		(5,367)	
Purchase of fixed assets	13	(25,025)		(16,811)	
Net cash provided by / (used in) investing activities			(27,022)		(22,178)
Change in cash and cash equivalents in the year			358,104		(197,159)
Cash and cash equivalents at the beginning of the year			823,029		1,020,188
Cash and cash equivalents at the end of the year			1,181,133		823,029

Analysis of cash and cash equivalents and of net debt

	At 1 January 2020 £	Cash flows £	Other non-cash changes £	**At 31 December 2020 £**
Short-term deposits	173,839	-	-	**173,839**
Cash at bank and in hand	649,190	358,104		**1,007,294**
Total cash and cash equivalents	823,029	358,104	-	**1,181,133**

1 Accounting policies

a) Statutory information

Disability Challengers is a charitable company limited by guarantee and is incorporated in the United Kingdom and Wales.
The registered office address and principal place of business, is Challengers Play Centre, Stoke Park, London Road, Guildford, GU1 1TU.

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.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. 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 nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

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

1 Accounting policies (continued)

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Having assessed projected future income, expenditure and cash flows over the period to 30 September 2022, including expected service delivery, changes to local authority funding and the variability of fundraising income and analysed the strength of the charity's reserves, liquid assets and its ability to withstand a short-term material fall in income, the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue their activities for the foreseeable future. Therefore, we have continued to adopt the going concern basis in preparing the financial statements.

Coronavirus

The coronavirus pandemic impacted the UK during the 2020 financial year. The trustees and the senior leadership team met regularly to work through the emergency, guided by a specific coronavirus risk register which focused on following guidance and procedures designed nationally and within Challengers to keep the people we support and colleagues safe, delivering contractual obligations, continuity of business, financial security and planning. Whilst the pandemic has been hugely challenging at the operational level, Challengers has remained in control of its service quality and financial performance throughout. Whilst the future is uncertain, Challengers has maintained its cash and reserves at levels which provide financial protection against the ongoing impact of the pandemic.

e) Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

1 Accounting policies (continued)

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

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

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.
Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
Expenditure on charitable activities includes the costs of delivering Pre-school, Play, Youth and Young Adult services undertaken to further the purposes of the charity and their associated support costs

Other expenditure represents those items not falling into any other heading
Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

1 Accounting policies (continued)

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

Pre-school and Play Schemes	78%
Youth Schemes	18%
Young Adult Schemes	4%

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

Pre-school and Play Schemes	78%
Youth Schemes	18%
Young Adult Schemes	4%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Land	not depreciated
Buildings	50 years
Play Equipment	5 - 10 years
Other Equipment	5 years
IT Equipment	3 years
Fixtures and Fittings	5 years
Motor Vehicles	4 years

1 Accounting policies (continued)

l) Debtors

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

m) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

n) 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.

o) Financial instruments

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

p) Pensions

The charitable company operates a defined contribution scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no liability under the scheme other than for the payment of those contributions.

2 Income from donations and legacies

	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Gifts	403,249	211,819	**615,068**	492,651	327,988	820,638
Legacies	70,420	-	**70,420**	-	-	-
Donated services	-	18,107	**18,107**	-	14,815	14,815
Furlough Income	446,897	-	**446,897**	-	-	-
	920,566	229,926	**1,150,492**	492,651	342,803	835,453

3 Income from charitable activities

	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Pre-school and play schemes						
Contract - Surrey County Council	287,548	-	**287,548**	279,314	-	279,314
Contract - Hampshire County Council	236,120	-	**236,120**	279,534	-	279,534
Contract - Achieving for Children	54,989	-	**54,989**	115,909	-	115,909
Session fees	272,763	-	**272,763**	419,835	-	419,835
Grants	-	214,318	**214,318**	-	88,010	88,010
Sub-total for Pre-school and play schemes	851,420	214,318	**1,065,738**	1,094,592	88,010	1,182,602
Youth Schemes						
Contract - Surrey County Council	219,011	-	**219,011**	325,748	-	325,748
Contract - Hampshire County Council	191,057	-	**191,057**	235,268	-	235,268
Contract - Reading Borough Council	5,000	-	**5,000**	23,000	-	23,000
Contract - Wokingham Borough Council	-	-	**-**	750	-	750
Contract - West Sussex County Council	27,753	-	**27,753**	46,908	-	46,908
Contract - Achieving for Children	29,359	-	**29,359**	41,436	-	41,436
Session fees	39,822	-	**39,822**	142,961	-	142,961
Grants	-	30,381	**30,381**	-	42,200	42,200
Sub-total for Youth Schemes	512,003	30,381	**542,383**	816,071	42,200	858,271
Young Adult Schemes						
Session fees	26,059	-	**26,059**	102,666	-	102,666
Grants	-	1,158	**1,158**	-	2,500	2,500
Sub-total for Young Adult Schemes	26,059	1,158	**27,217**	102,666	2,500	105,166
Total income from charitable activities	1,389,482	245,856	**1,635,338**	2,013,328	132,710	2,146,038

4 Income from other trading activities

	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Centre rental	19,364	-	**19,364**	38,671	-	38,671
Sponsored events	25,084	-	**25,084**	59,784	-	59,784
Corportate events	27,364	-	**27,364**	75,608	-	75,608
Other events	37,165	-	**37,165**	88,775	-	88,775
Miscellaneous	15,652	-	**15,652**	2,594	-	2,594
	124,628	-	**124,628**	265,432	-	265,432

5 Income from investments

	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Bank interest on Reserves	1,997	-	**1,997**	5,367	-	5,367
	1,997	-	**1,997**	5,367	-	5,367

6 Analysis of expenditure (current year)

		Charitable activities							
	Raising funds £	Pre-school & Play Schemes £	Youth Schemes £	Young Adult Schemes £	Training Project £	Governance costs £	Support costs £	**2020 Total £**	2019 Total £
Staff costs (Note 9)	246,398	1,022,000	503,803.57	101,168	-	39,099	334,070	**2,246,538**	2,574,595
Activities	-	17,830	21,344.55	5,197	-	-	-	**44,371**	130,322
Motor costs	-	6,765	6,928.06	1,824	-	-	-	**15,517**	41,787
Equipment costs	4,766	48,506	9,296.00	2,867	-	-	25,457	**90,892**	104,748
Property costs	1,407	48,240	24,365.66	2,852	-	-	2,485	**79,349**	215,129
Insurance	1,048	28,848	6,888.04	1,296	-	2,295	1,851	**42,226**	50,137
PPS, Phone, Scheme promotion	6,569	10,183	5,092.75	971	-	-	13,174	**35,989**	46,078
Depreciation	1,163	93,582	30,837.02	1,795	-	-	2,054	**129,430**	131,791
Other costs	5,370	42,303	24,097.86	4,319	-	14,375	39,425	**129,890**	213,208
Provision for doubtful debt	-	-	-	-	-	-	(1,000)	**(1,000)**	2,850
Fundraising direct cost	9,820	-	-	-	-	-	-	**9,820**	63,465
	276,539	1,318,256	632,654	122,288	-	55,769	417,517	2,823,023	3,574,109
Support costs	-	325,663	75,153	16,701	-	-	(417,517)	**-**	-
Governance costs	-	43,500	10,038	2,231	-	(55,769)	-	**-**	
Total expenditure 2020	**276,539**	**1,687,419**	**717,845**	**141,220**	**-**	**-**	**-**	**2,823,023**	
Total expenditure 2019	**412,861**	**1,813,793**	**1,104,252**	**230,501**	**12,702**	**-**	**-**		**3,574,109**

Cost of raising funds support expenditure has been directly allocated to each expenditure line on the basis of the number of staff employed for the function as a % of total head office staff.

In 2020 unrestricted expenditure was £2,428,200 (2019: £3,070,714) and restricted expenditure was £394,823 (2019: £503,394).

7 Analysis of expenditure (prior year)

		Charitable activities						
	Raising funds £	Pre-school & Play Schemes £	Youth Schemes £	Young Adult Schemes £	Training Project £	Governance costs £	Support costs £	**2019 Total £**
Staff costs (Note 10)	313,935	1,052,560	679,550	146,169	-	40,567	341,813	**2,574,595**
Activities	-	37,773	76,714	15,835	-	-	-	**130,322**
Motor costs	-	11,895	25,752	4,139	-	-	-	**41,787**
Equipment costs	5,388	41,124	18,762	4,310	-	-	35,164	**104,748**
Property costs	2,586	128,974	72,909	6,056	-	-	4,605	**215,129**
Insurance	1,255	29,674	11,821	2,874	-	2,295	2,218	**50,137**
PPS, Phone, Scheme promotion	13,542	8,457	5,797	1,302	-	-	16,980	**46,078**
Depreciation	1,118	89,871	35,864	2,962	-	-	1,975	**131,791**
Other costs	11,572	60,808	40,211	10,023	12,702	11,878	66,012	**213,208**
Provision for doubtful debt	-	1,906	759	185	-	-	-	**2,850**
Fundraising direct cost	63,465	-	-	-	-	-	-	**63,465**
	412,861	1,463,043	968,140	193,856	12,702	54,741	468,767	3,574,109
Support costs	-	314,074	121,879	32,814	-	-	(468,767)	**-**
Governance costs	-	36,676	14,233	3,832	-	(54,741)	-	
Total expenditure 2019	**412,861**	**1,813,793**	**1,104,252**	**230,501**	**12,702**	**-**	**-**	**3,574,109**

Cost of raising funds support expenditure has been directly allocated to each expenditure line on the basis of the number of staff employed for the function as a % of total head office staff.

8 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2020 £	2019 £
Depreciation	129,430	131,791
Profit on disposal of fixed assets	-	-
Operating lease rentals payable:		
Other	-	2,113
Auditor's remuneration (excluding VAT):		
Audit	14,900	8,650
Tax advice	-	440

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

Staff costs were as follows:

	2020 £	2019 £
Salaries and wages	2,106,621	2,419,351
Social security costs	112,153	125,354
Employer's contribution to defined contribution pension schemes	27,763	29,713
	2,246,538	2,574,418

No employees earned above £60,000 during the year (2019: one employee earned between £60,000 and £69,999).

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £329,362 (2019: £260,144).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2019: £nil). No charity trustee received payment for professional or other services supplied to the charity (2019: £nil).

10 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 352 (2019: 376).

	2020 No.	2019 No.
Raising funds	7	11
Pre-school and Play Schemes	218	232
Youth Schemes	85	90
Young Adult Schemes	23	24
Support	19	19
Governance	-	-
	352	376

11 Related party transactions

There are no related party transactions to disclose for 2020 (2019: none).

Donations totalling £4,623 were received from related parties during the year without conditions.

12 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

13 Tangible fixed assets

Cost	Freehold property £	Equipment Play £	Equipment Other £	Motor vehicles £	Furniture £	Total £
At the start of the year	3,454,425	538,442	240,806	154,396	14,012	**4,402,081**
Additions in year	19,835	-	5,189	-	-	**25,025**
Disposals in year	-	-	9,012	-	-	**9,012**
At the end of the year	3,474,260	538,442	236,984	154,396	14,012	**4,418,094**
Depreciation						
At the start of the year	466,863	432,559	173,256	134,707	12,894	**1,220,279**
Charge for the year	55,845	19,139	39,993	13,898	555	**129,430**
Eliminated on disposal	-	-	9,012	-	-	**9,012**
At the end of the year	522,709	451,698	204,237	148,605	13,449	**1,340,697**
Net book value						
At the end of the year	2,951,551	86,744	32,747	5,791	563	**3,077,397**
At the start of the year	2,987,562	105,883	67,550	19,689	1,118	3,181,802

Land with a value of £681,864 (2019: £681,864) is included within freehold property and not depreciated.

All of the above assets are used for charitable purposes.

14 Debtors

	2020 £	2019 £
Trade debtors	**62,166**	109,866
Prepayments	**34,531**	31,655
Accrued income	**40,194**	122,225
Credit card reserve	**-**	-
	136,891	263,746

15 Creditors: amounts falling due within one year

	2020 £	2019 £
Trade creditors	309,440	29,016
Taxation and social security	24,227	36,914
Accruals	129,963	190,256
Deferred income (note 16)	1,363	171,396
	464,993	427,583

16 Deferred income

Deferred income comprises of Local Authority contracts and session fees booked in advance of delivery.

	2020 £	2019 £
Balance at the beginning of the year	171,396	163,448
Amount released to income in the year	(171,396)	(163,448)
Amount deferred in the year	1,363	171,396
Balance at the end of the year	1,363	171,396

17a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	130,825	2,521,259	425,313	3,077,397
Net current assets	763,763	7,885	81,382	853,030
Net assets at 31 December 2020	894,588	2,529,144	506,695	3,930,427

17b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	136,584	2,614,010	431,208	3,181,802
Net current assets	656,779	7,885	(5,472)	659,192
Net assets at 31 December 2019	793,363	2,621,895	425,736	3,840,994

18a Movements in funds (current year)

	At 1 January 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 December 2020 £
Restricted funds:					
Capital					
Equipment fund	33,071	-	17,208	-	15,863
Farnham Refurbishment Project	368,929	-	28,357	-	340,572
Scheme operating					
Pre-school and Play Schemes	3,428	337,057	255,805	-	84,680
Youth Schemes	825	135,259	90,545	-	45,539
Young Adult Schemes	-	3,466	2,157	-	1,309
Other					
Fundraising	-	-	-		-
Training Project	19,483	-	750	-	18,733
Staff Training	-	-	-		-
Department of Health - Engagement Project	-	-	-	-	-
Total restricted funds	425,736	475,782	394,823	-	506,695
Unrestricted funds:					
Designated funds:					
Property and Development fund	2,564,234	-	59,418	-	2,504,816
IT Development fund	57,662	-	33,333	-	24,329
Total designated funds	2,621,896	-	92,752	-	2,529,144
General funds	793,363	2,436,674	2,335,449	-	894,588
Total unrestricted funds	3,415,258	2,436,674	2,428,200	-	3,423,732
Total funds	3,840,994	2,912,456	2,823,023	-	3,930,428

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

18b Movements in funds (prior year)

	At 1 January 2019 £	Income & gains £	Expenditure & losses £	Transfers £	At 1 January 2019 £
Restricted funds:					
Capital					
Equipment fund	53,062	-	19,991	-	33,071
Farnham Refurbishment Project	364,054	13,000	8,125	-	368,929
Scheme operating					
Pre-school and Play Schemes	3,130	231,342	231,044	-	3,428
Youth Schemes	-	168,632	167,807	-	825
Young Adult Schemes	-	18,538	18,538	-	-
Other					
Fundraising	-	4,000	4,000	-	-
Training Project	32,185		12,702	-	19,483
Staff training		40,000	40,000		
Department of Health - Engagement Project	1,187	-	1,187	-	-
Total restricted funds	453,618	475,512	503,394	-	425,736
Unrestricted funds:					
Designated funds:					
Property and Development fund	2,625,327	-	61,093	-	2,564,234
IT Development fund	90,995	-	33,334	-	57,662
Total designated funds	3,107,032	-	94,427	-	2,621,896
General funds	992,872	2,776,779	2,976,288	-	793,363
Total unrestricted funds	3,709,194	2,776,779	3,070,715	-	3,415,258
Total funds	4,162,812	3,252,291	3,574,109	-	3,840,994

Transfers between funds

2020: Nil transfer of funds
2019: Nil transfer of funds

Purposes of restricted funds

Equipment fund - Represents donations for specific item of equipment. Depreciation being provided over the useful life of the item.

Farnham Building Refurbishment Project - During 2018 our play and youth buildings at our Farnham site under went significant refurbishment. The project was completed in January 2019.
This fund will cover future depreciation charges associated with refurbishment.

Scheme operating Fund - funding for general running costs on specific schemes.

Fundraising - Funds & supplies donated to publish Christmas cards and support fundraising events.

Training project - Fund to support the research and development of accredited training and trading.

Staff Training- Garfield Western Foundation grant to support the cost of our training , officer, online training portal and courses.

Department of Health - Health and Social Care Volunteering fund grant over 4 years total funding £48,149 ending Mar 19 to deliver Challengers Engagement Volunteers project, improving health & care outcomes for disabled children and young people.

Purposes of designated funds

Property and Development fund - Is the result of two capital campaigns one to buy the land and buildings at Challengers Farnham centre and the other to build Challengers new centre at Guildford which was completed in 2013. This fund will cover future depreciation and maintenance charges for both properties.

IT Development fund - Development of Challengers new online booking and CRM system. This fund will cover future depreciation charges.

19 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

Trustees' Admin Report

The Trustees of Disability Challengers present their Annual Report for the year ended 31 December 2020 under the Charities Act 2011 and the Companies Act 2006, including the Directors' Report under the 2006 Act, together with the audited financial statements for the year.

President

Dr Helen Foley (deceased)

We were saddened to hear that the co-founder and President of Challengers, Dr Helen Foley MBE, had passed away in 2020. Without Helen, Challengers simply would not be the lifeline for thousands of families that it is today. As a tribute to her incredible commitment to the charity, we will be honouring her legacy by installing a memorial bench at Challengers HQ in Guildford.

Patrons

Mr Derek Arden and Mrs Sally Arden
Mr Michael Buerk
Ms Myanna Buring
Mr Christopher Brewer DL
Mr Colin Brompton
Mr Peter Gordon
Mr Colin Hassell, Co-Founder
Mr Damon Hill and Mrs Georgie Hill
Mr Matthew Kelly
Mrs Moira Martin
Lord-Lieutenant for Surrey, Michael More Molyneux DL
Miss Rachel Morris MBE
Mr James Morrison
Mr Rene Poisson and Mrs Ruth Poisson
Mrs Jane Powis
Mrs Sally Phillips
Lady Beryl Tindle
Mrs Sandy Tyrrell
Miss Jenny Seagrove
Mr Larry Sullivan
Dr Bill White
Mrs Sandra Young
Mrs Juliet Cummings-Gough
Mrs Caroline Breckell MVO DL
Mr Dom Sibley

Trustees Admin Report

Executive committee

Chairman - Graeme Stretton (Appointed July 2019) (1,2,3)
Treasurer - Graham Seddon (Resigned June 2021) (1)
Treasurer – Bernard McAlister (Appointed May 2021) (1)
Company Secretary - Laura Sercombe (Resigned February 2020) (2)
Company Secretary - Megan Dooley (2)
Gail Bedding (2)
Robert Pickles (Resigned August 2020) (3)
Rachel Bartholomeusz (1,3)
Anele Griessel (Resigned April 2020) (2)
Phil Heasman (Resigned June 2020) (2)
Mike Walker (2)
Samantha Bossi (3)
Deborah Smith (1)
Holly Chantler (1)
Kim Sanders (1)
Sormeh Nikourazm (Appointed February 2021) (2)

(1) Member Finance & Risk committee
(2) Member of Operations & Quality committee
(3) Member of Fundraising & Communications committee

Leadership team

CEO - David McAuley (until March 2020)
CEO - Amanda Matthews (from March 2020 until December 2020)
Interim CEO – Louise Clarke (from December 2020)
Head of Finance and Operations Support – Amanda Matthews (until December 2020)
Head of Finance and Operations Support – Paul Clark (from July 2020 until March 2021)
Head of Finance and Operations Support (co-head) – Zoe Youkee (from November 2020 until March 2021)
Head of Finance and Operations Support – Andrew Kendall (from March 2021)
Head of Quality – Laura Baxter
Interim Head of Quality – Ella Arbelaez-Rodriguez (from January 2021)
Head of Fundraising – Natasha Iles (until June 2020)
Head of Communications and Events – Jennifer Corless (until November 2020)
Head of Fundraising, Communications and Events – Carla Gill (from November 2020)
Head of Operations / Head of Service West - Paul Wilson
Head of Service East - Sam Morris (until June 2020)

Advisors

Auditors

Sayer Vincent LLP
Invicta House
108-114 Golden Lane
London, EC1Y 0TL

Bankers

Barclays Bank PLC
North Street
Guildford, GU1 4AG

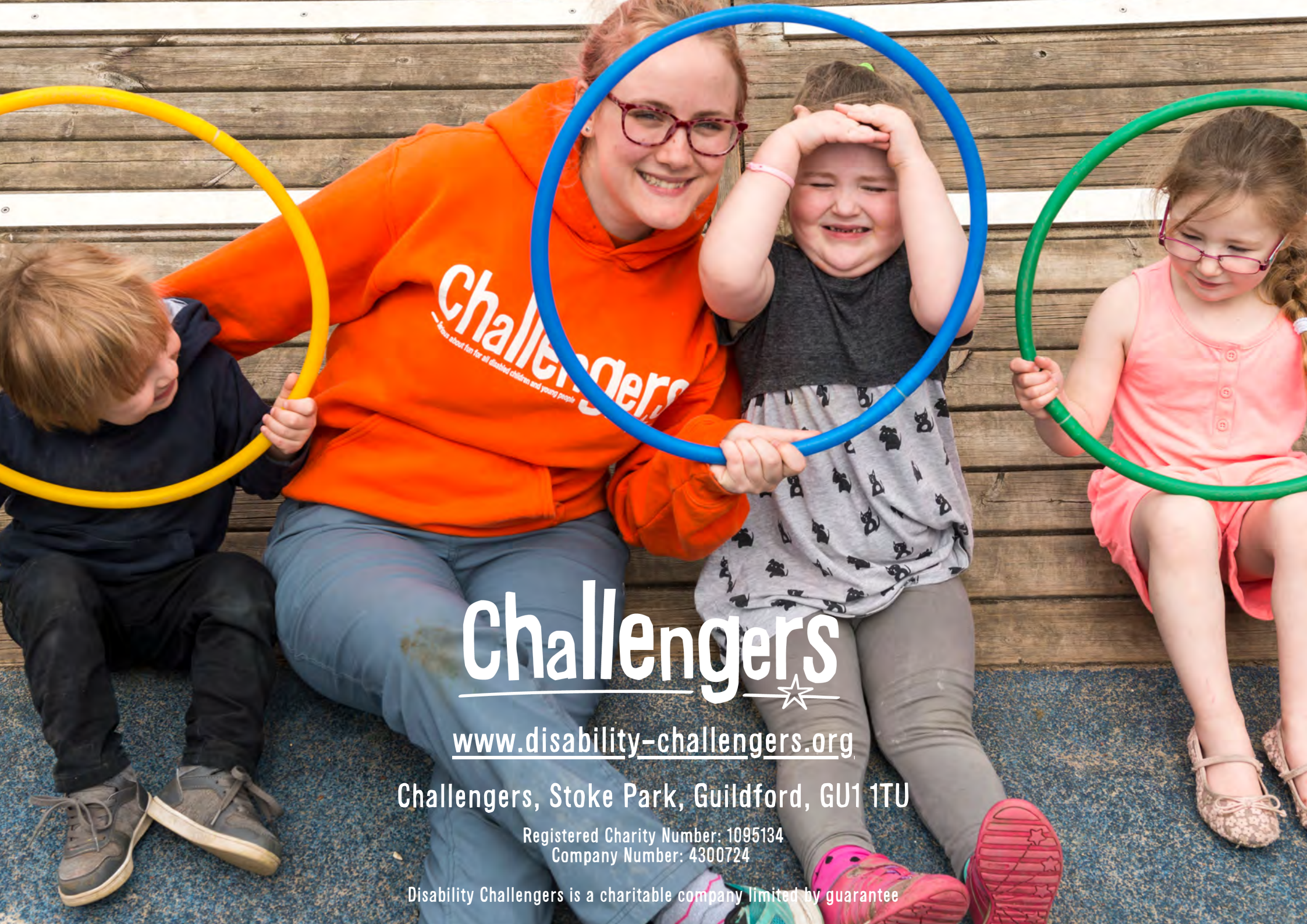
Honorary Legal Advisers

rhw solicitors LLP
Ranger House
Walnut Tree Close
Guildford, GU1 4UL

Registered Office

Challengers
Stoke Park
Guildford, GU1 1TU

The Charity (Registered Charity: 1095134) is a company limited by guarantee (No: 4300724) and governed by the Memorandum and Articles of Association.



Challengers

www.disability-challengers.org

Challengers, Stoke Park, Guildford, GU1 1TU

Registered Charity Number: 1095134
Company Number: 4300724

Disability Challengers is a charitable company limited by guarantee