SWAN ADVOCACY NETWORK

England & Wales · Charity number 1125679

Details

Other names	SWAN
Status	Registered
Legal form	Charitable company
Company number	06599429
Registered	2008-09-01
Register	View on the Charity Commission register

Contact

Address	South Wing Tauntfield South Road Taunton Somerset TA1 3ND
Phone	03333447928
Email	Accounts@swanadvocacy.org.uk
Website	www.swanadvocacy.org.uk

Activities

Objects: The objects for which the Company is established are: a) the relief of those in need, by reason of youth, age, ill-health, disability, financial hardship, or other disadvantage in particular but not exclusively by the delivery of advocacy, money management and debt counselling and b) the advancement of education in particular but not exclusively through the delivery of self-advocacy training and end of life planning andc) the advancement of human rights, conflict resolution or reconciliation or the promotion of religious or racial harmony or equality and diversity in particular but not exclusively by the provision of statutory advocacy and victim support services.Primarily, but not solely, in counties across the South West of England or adjoining the South West.

Activities: Provides independent advocacy; independent mental health advocacy; and independent mental capacity advocacy to adults who meet referral criteria and who live in the counties of Wiltshire (excluding Swindon), Bath and North East Somerset

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Classification

- **How:** Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Disability, Other Charitable Purposes
- **Who:** Elderly/old People, People With Disabilities, Other Defined Groups

Geography

- **Area of benefit:** LOCAL
- Bath And North East Somerset
- Somerset
- Wiltshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£3,160,345	£2,976,912	£1,003,217	109
2024-03-31	£2,957,645	£2,807,006	£819,784	102
2023-03-31	£2,052,615	£2,009,347	£669,145	76
2022-03-31	£1,739,202	£1,647,340	£625,877	64
2021-03-31	£1,551,360	£1,379,982	£534,015	60

Trustees

Name	Role	Appointed
Claire Haskins		2024-11-21
Emma Dowie		2024-11-21
Matt Wall		2024-11-21
Peter Harding		2019-11-27
Richard Davies		2023-11-16

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SWAN ADVOCACY NETWORK

England & Wales - Charity number 1125679

Accounts



SWAN ADVOCACY NETWORK

TRUSTEES' REPORT & FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH 2025

Charity Number: 1125679

Registered Company Number: 06599429

SWAN ADVOCACY NETWORK

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For the year ended 31 March 2025

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Swan Advocacy Network

Report of the Trustees

The Trustees present their report and financial statements for year ended 31st March 2025.

Reference and Administrative Details

Charity Name	SWAN Advocacy Network	
Charity Number	1125679	
Company Registration Number	06599429	
Trustees	Ms Claire Tough	Chair
	Mr Alan Guyver	(resigned 21 November 2024)
	Mr Peter Harding	
	Mrs Lynda Corwin	(resigned 21 November 2024)
	Mr Povanen Veerappapillay	(resigned 21 November 2024)
	Mr Mahrus Jalil	
	Mr Richard Davis	
	Mr Matthew Wall	(appointed 21 November 2024)
Chief Executive	Vikki Holloway	
Registered Office	Hi Point Thomas Street Taunton Somerset TA2 6HB	
Bankers	CAF Bank Limited 25 Kings Hill Avenue West Malling ME19 4JQ	
Auditors	A C Mole LLP Chartered Accountants and Statutory Auditors Stafford House Blackbrook Park Avenue Taunton Somerset TA1 2PX	

Swan Advocacy Network

Report of the Trustees

Chair's Introduction to the Annual Report and Financial Statements 2025

The 2024–25 financial year marked a period of consolidation and reflection for SWAN, following the rapid expansion and contract awards of 2023–24, which saw the addition of West Berkshire, Portsmouth and Dorset to our portfolio. This year, our focus turned inward—welcoming new teams into SWAN and ensuring they were supported through high-quality induction and training programmes.

Our CEO and Executive Team have worked diligently to strengthen the operational and quality frameworks that underpin our service delivery. This included laying the groundwork for a forthcoming reorganisation of our management structure and introducing new metrics and assurance mechanisms to enhance strategic oversight by the Board.

In October 2024, we successfully handed over the Bristol contract, while also engaging in competitive tenders for the East Sussex advocacy service and the re-tender of our Somerset service. We are proud to report that both were awarded to SWAN and are scheduled for implementation in the 2025–26 financial year. This year also marked the conclusion of our Victims of Crime Advocacy Service (VOCAS), which came to a close after six impactful years. During this time, SWAN provided enhanced adult advocacy to 1,695 victims of crime and anti-social behaviour across Avon and Somerset. Although the new service was not re-tendered, we remain proud of the legacy and outcomes achieved through VOCAS.

Our commitment to Equality, Diversity, and Inclusion (EDI) was reaffirmed in 2024–25 with the re-establishment of the EDI Group and a refreshed, more accessible bi-annual workforce EDI survey. These efforts support our ongoing work to monitor and improve diversity across both our Board and workforce. Co-production continues to be a cornerstone of our approach. This year, the Somerset Co-production Group emerged from our Autism Project, with a mission to improve accessibility for clients with diverse communication needs across the region.

Finally, we began our AQPM (Advocacy Quality Performance Mark) assessment. Early feedback from the draft report has been encouraging, highlighting the value of our services and the positive experiences of those we support. One comment particularly stood out: "Feedback from people who had accessed SWAN's advocacy services was very positive and indicated a much-valued service. There was a strong thread of good support being provided with people feeling listened to and empowered."

As Chair, I am proud of the resilience, dedication, and compassion shown by our teams throughout this year of consolidation and together, we have laid a strong foundation for the future. This has been achieved through the hard work and dedication of Vikki our CEO, her Executive Team and the SWAN workforce who work tirelessly for their clients, all supported by our Board of Trustees who have also supported me throughout the year. I extend my thanks to all at SWAN and all of our involved partners.

Claire Tough
Chair of Board of Trustees

Swan Advocacy Network

Report of the Trustees
For the year ended 31 March 2025

SWAN's Vision

SWAN is committed to furthering the human rights of individuals by helping people to access their rights, lead the lives they want to lead, live without fear of discrimination and be as independent as possible. SWAN Trustees and workforce are passionate and committed to the work that SWAN does recognising that 'everyone needs someone on their side'.

SWAN's Vision is:
'A world without discrimination, with true social justice, where people are treated as equals and have influence on the decisions that affect their lives'.



SWAN's Mission

SWAN operates in a competitive environment, delivering services to the most marginalised people in society and striving to ensure that access to rights operates on an equal basis. The people delivering SWAN services are passionate about their work and SWAN is an organisation that cares deeply about justice, fairness and independence.

SWAN's Mission is:
'To be a fair and inclusive employer, respected by all stakeholders for delivering high quality, person centred and innovate services that ensure equal access to rights'

What we do

Advocacy has its foundations in Human Rights; we support people to get the information they need to understand them. Everyone has the right to ensure that their wishes are at the centre of decisions being made about them. Advocacy helps people to have their voices heard so that they can achieve the outcomes they want in their life. SWAN provides different types of advocacy to people in a variety of different situations and always seeks to enable as much independence as possible for every individual.

Victim of Crime Advocacy Service (VOCAS)

VOCAS provided enhanced adult advocacy alongside practical and emotional support to victims of crime and anti-social behaviour across Avon and Somerset. The service empowered and enabled individuals to cope and recover from their experience as a victim of crime.

"Everyone was very friendly and accommodating, and I enjoyed the responsibility of getting involved with my own cases."



VOCAs Volunteer

Independent Mental Capacity Advocacy (IMCA)

Our IMCA service provides independent advocacy for people who are deemed to lack capacity and have no-one else to represent them in decisions being made about their life. This may include where they live, what medical treatment they receive, what care and support they need or as part of 'protective measures' to ensure they are safe from harm or neglect. IMCA advocates also work with people who are subject to a Deprivation of Liberty Order (DoLS).



Professional

"Your contribution to G's improved situation can't be underestimated. I've witnessed how comfortable she is in your presence and you ensure her voice is heard in discussions regarding her future accommodation"

Deprivation of Liberty Safeguards (DoLS)

Advocacy is provided for people who experience deprivations of liberty through their living accommodations and/or their care planning approaches. Advocates ensure that restrictions are necessary and proportionate, and that mental capacity and best interest decisions have been fairly made, or whether an application to the court of protection is necessary to challenge a decision. Some advocacy for DoLS is provided by IMCAs and some can be provided by a paid or volunteer advocate who is appointed as the Paid Representative.

"Emma was a good person to work with over the past year. She always ensured the residents needs were being met, and any additional things were completed ASAP."



Professional

Independent Mental Health Advocacy (IMHA)

IMHA's have a regular presence on mental health wards to support people at tribunals, appeals, care plan meetings and those on ward rounds who have been detained under a Mental Health Section, a Community Treatment Order or Guardianship, an informal inpatient at a mental health hospital or the Carer of a qualifying patient. Advocates help people to access records and legal support; communicate with professionals and understand their rights in relation to their legal situation, their medication, and their right (or not) to temporarily or permanently leave the place of detention. IMHA's also facilitate 'Have your Say' meetings on wards to provide feedback on their experience and raise any issues to the ward.



Client

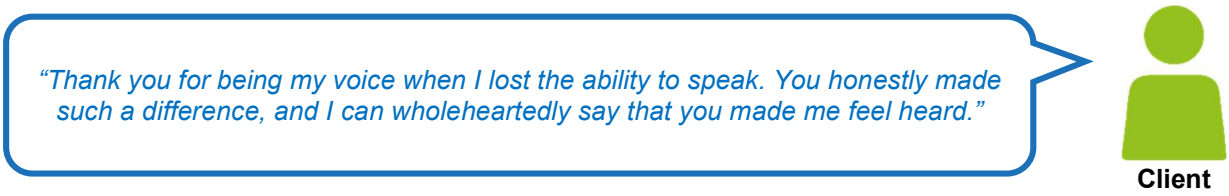
"Part of the reason for me feeling better is what the advocacy service and all of you have done for me especially the level of understanding and patience. So the advocacy service has some part to play in this. It's had a massive impact on the few relationships I have at a time I needed it. So I want to just say thank you all of you. You all have made a positive difference in my life."

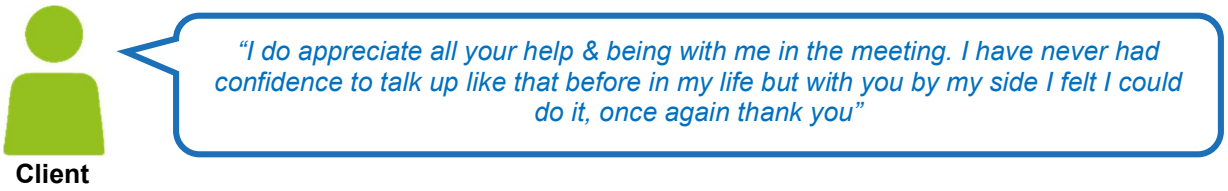
Independent Care Act Advocacy (Care Act)

The Care Act of 2014 ensures that people who have 'substantial difficulty' in understanding the Care Act processes and have no other appropriate person to support them is entitled to an independent advocate. 'Substantial difficulty' may be due to a learning disability or a physical or mental health condition. The aim is to ensure an individual's wishes are at the heart of the process and to enable them to be involved as fully as possible.

Independent Health Complaints Advocacy (IHCA)

This service is provided to anyone over the age of 18 who has a complaint about any NHS funded service within the previous year. We support people to consider the outcome they would like from making the complaint and we adapt the level of advocacy support required during the complaint process to suit the individual. SWAN provides a range of self-advocacy tools for people to pursue their own complaint if they feel able to do so. Health complaints can be long and complicated with many cases staying active for more than 12 months.





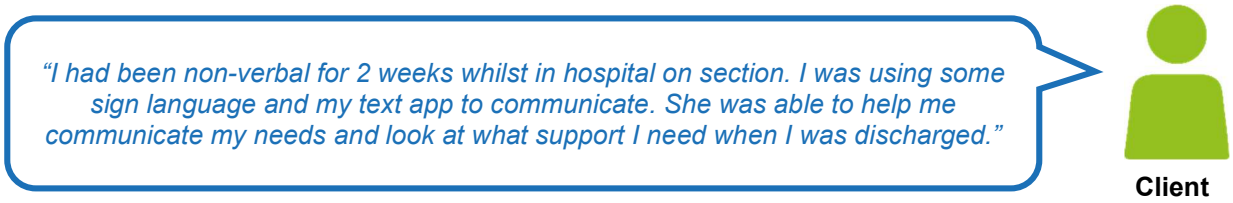
Community, Self or Generic Advocacy

Community advocates work with individuals who have difficulty being involved in decisions that affect them due to learning difficulties, physical or mental health issues, acquired brain injury or dementia. Advocates ensure that individuals are afforded fair and equal treatment through knowledge of all available options and access to relevant information and professional advice. This includes a wide variety of issues including benefits assessments, medical appointments, employment issues, gaining access to care and support, working with their care provider and making complaints. Other community advocates work to promote and support self-advocacy within their localities for people with a range of disabilities, commonly shared experiences and concerns. This advocacy support is accessed through our Be Heard projects.



Non-instructed Advocacy

Non-instructed advocacy uses different approaches when an advocate is representing a person who is unable to instruct and/or consent to advocacy provision. The approaches used focus on all or some of the person's circumstances, for example, their unique needs and views or the appropriateness of their care or accommodation services or as part of formal health and social care decision making to ensure the person's views are at the heart of these processes. Not all advocates will use non-instructed advocacy, but it is an important part of independent advocacy knowledge and non-instructed advocacy training is provided to all active advocates.



Children and Young People's Advocacy (CYP)

CYP supports children and young people who are looked after, within child safety legislation or who are receiving health & social care services. SWAN IMHAs work with young people detained on ward and young people who are transitioning to adult social care services and have a right to access a Care Act Advocate. IMCAs may also work with young people aged 16yrs+ as Be Heard Community Advocates.

Performance Report

Our Goals and Performance during 2024-2025

SWAN has developed the following strategic goals to further the charitable objects of the organisation and deliver its Vision and Mission.

1. Embed organisational resilience by generating financial and people capacity to increase its outcomes and impact
2. Enhance our profile, build our reputation and expand our geographical footprint in the South-West and nationally
3. Increase our influence, capacity and ability to act though the development of strategic alliances and partnerships

The achievement of the strategic goals will increase revenue, efficiencies, collaboration and advocacy awareness through a broader geographical footprint. Furthermore, it will encourage a healthy workforce through strong retention and cultural cohesion. The cultural foundations of SWAN are of vital importance and built on trust, accountability and personal responsibility which is a tangible thread through all that we do, underpinning relationships, decisions and behaviour.

Top Issues Supported

Rights under the Mental Capacity Act
Supporting people to be at the centres of decision-making processes

Rights under the Mental Health Act
Supporting people to be fully involved with and challenge their care and treatment

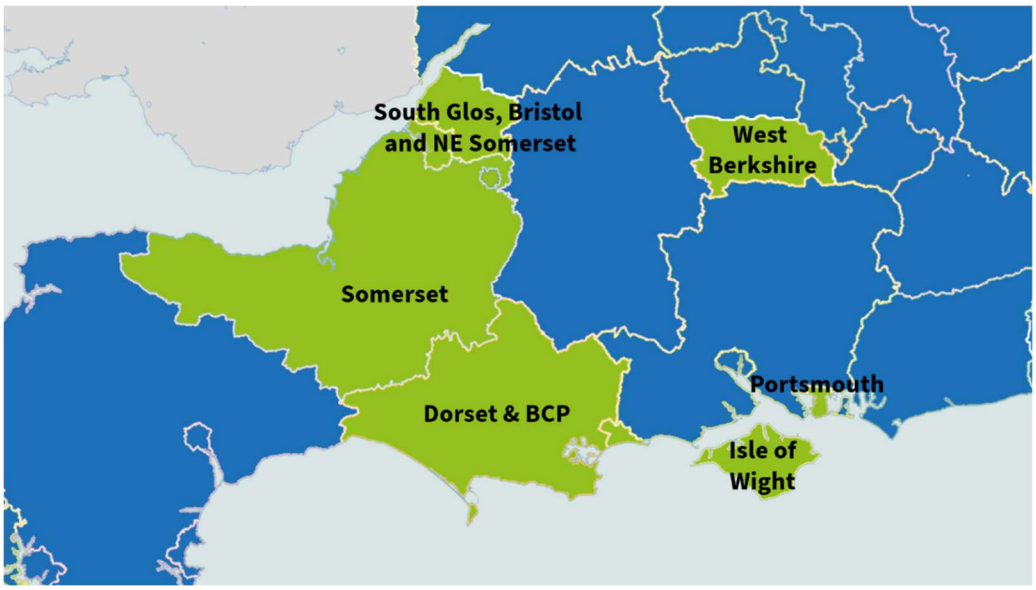
Access to Health and Social Care
Supporting applications for Needs and Care Assessments

Parents Advocacy
Supporting parents with additional learning needs who are within children and family services

Health and Social Care Complaints
Supporting people to use formal processes regarding their health or social care experience

During 2024-25 SWAN delivered advocacy throughout Bath & North East Somerset; Bournemouth, Christchurch and Poole; Bristol; Dorset; Isle of Wight; North Somerset; Portsmouth; Somerset; South Gloucestershire and West Berkshire. SWAN was also awarded the advocacy contract for East Sussex during the financial year, but the implementation will occur during 2025-26.

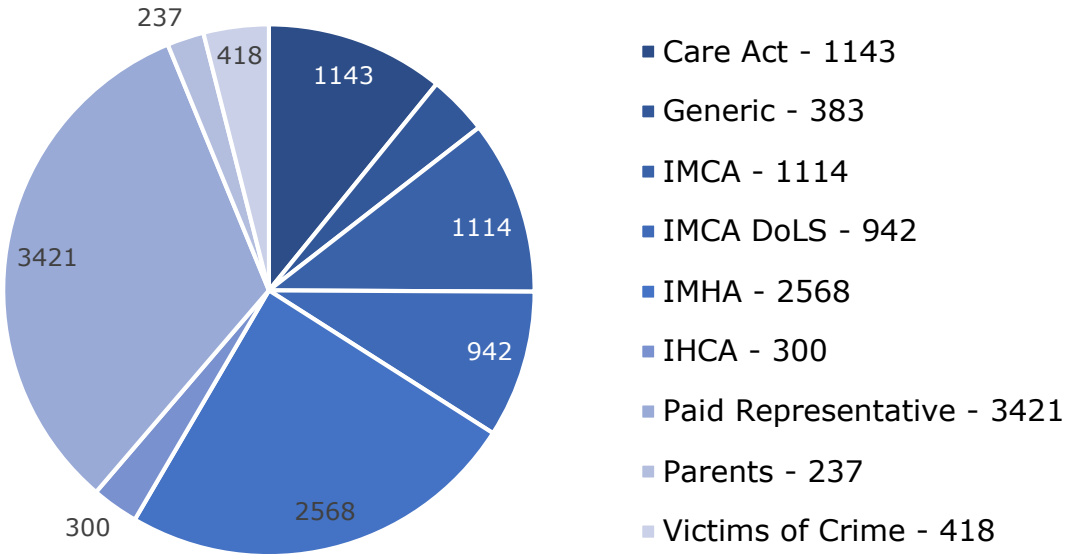
We aim for a local and responsive approach with hub and office spaces where appropriate, working closely with Commissioners and tailoring the services to the individual requirements of the contracts.



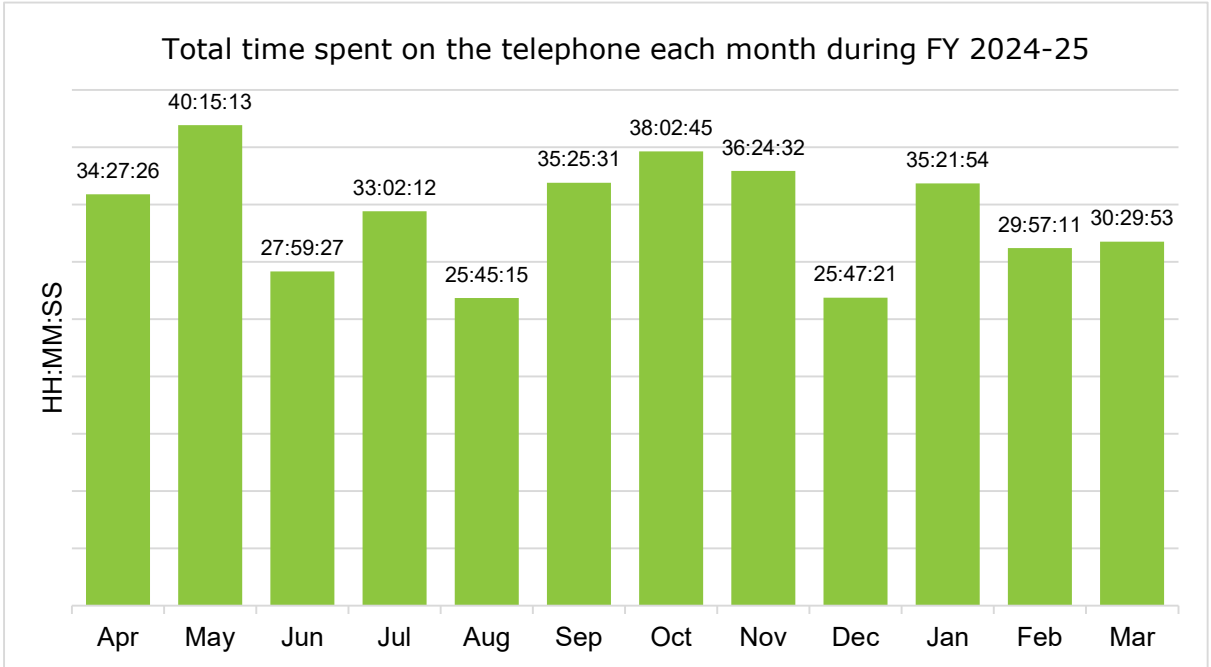
Swan Advocacy Network

Report of the Trustees
For the year ended 31 March 2025

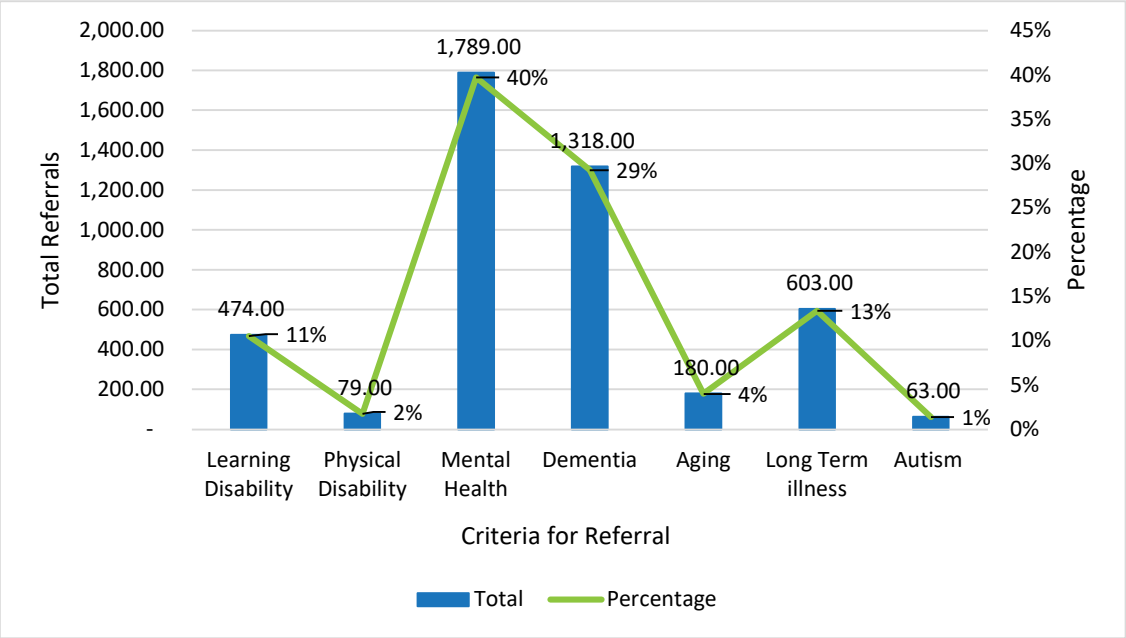
In working toward achieving the strategic goals during financial year 2024-25 SWAN held 10,526 active cases and received 7,365 referrals from partner organisations and self-referrals amounting to 77,133 total advocacy hours. During this time SWAN supported clients through the following themes:



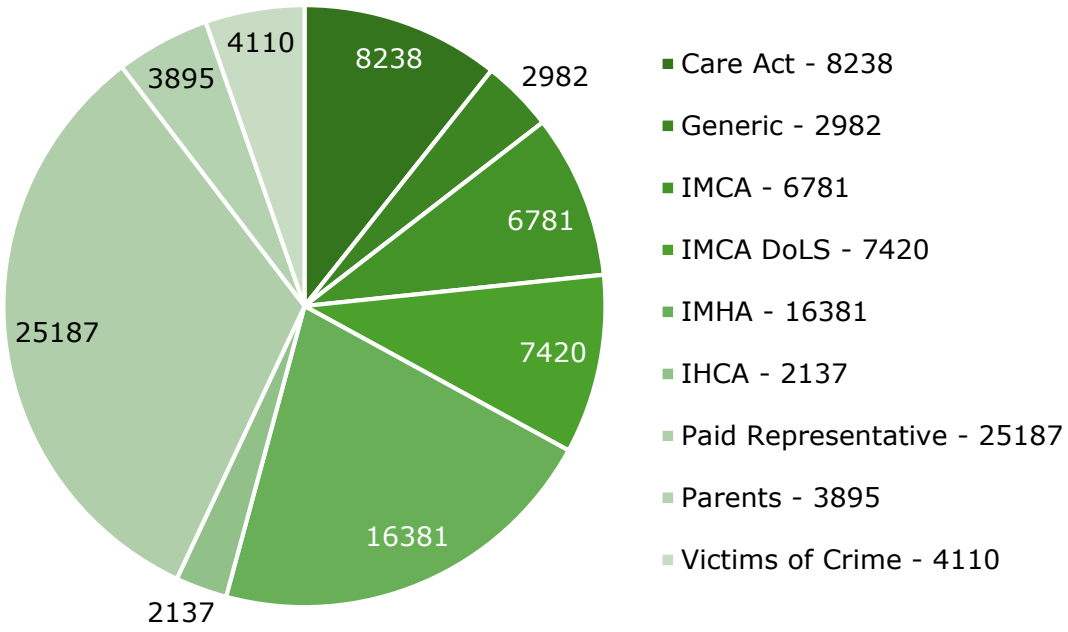
SWAN operates a 'no wrong door' ethos and individuals can access our services through a variety of means. Our Advocacy Support Team who receive referrals into SWAN are highly experienced in assessing eligibility and communicating with vulnerable people. They provide support to clients through first response advocacy, triage and expert signposting. During the financial year the team answered a total of 5,507 calls and spent the equivalent of 16 days, 8 hours and 58 minutes talking time with clients.



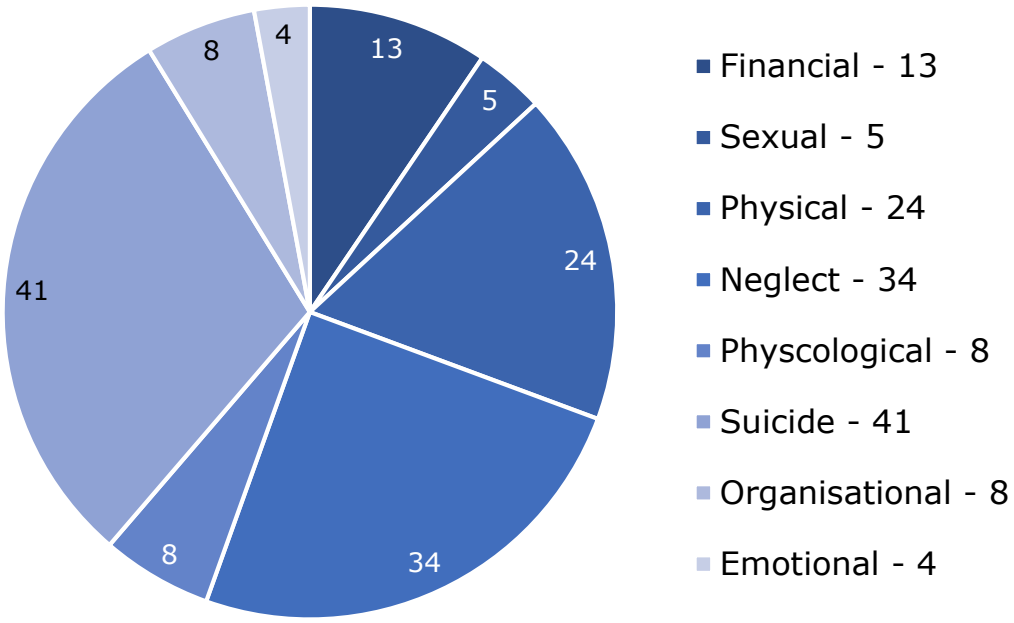
During 2024-2025 our largest number of referrals related to mental health, followed by dementia, as seen below:



Over the financial year, SWAN spent a total of 77,133 hours on the different types of advocacy, categorised below:



Safeguarding our clients is an important part of our work and advocates remain vigilant in raising safeguarding alerts. During 2024-25 advocates raised 137 concerns in the following categories:



Pro-active Safeguarding

All Service managers are members of their local Safeguarding Adults Boards. In September 2024, SWAN was thanked for delivering an Advocacy presentation to the SSAB tailored to the participants, with a remit to inform the board of the different types of advocacy provided by SWAN and how to refer into the service. SWAN takes pride in its approach to Safeguarding. The following comment is taken from the draft AQPM report 2024:

> *"SWAN evidenced there was robust approach to safeguarding throughout the QPM assessment. The advocates we spoke with were all able to describe clear and consistent approaches and had a good understanding of the organisations' expectations and the mechanisms in place in relation to safeguarding reporting, recording and best practice. Site visit conversations indicated that staff were also mindful how utilising SWANS's safeguarding policies and procedures strengthens their ability to safeguarding people in mental health settings"*
> **AQPM comment from 2024 draft report**

Victim of Crime Advocacy Service (VOCAS)

During our 6-year contract VOCAS empowered and enabled 1,695 victims of crime and anti-social behaviour to cope and recover from the impact of their experience.

1,070 of the individuals supported experienced mental health issues, others had physical and/or learning disabilities. VOCAS also worked with victims who experienced crime and discrimination based on their gender, gender identity, race and disability. Many of the cases were complex with multiple issues to be addressed.

"[The crime] led to me having Post Traumatic Stress Disorder and severe anxiety Throughout the experience [with VOCAS] I have been reassured, supported professionally and with empathy at all times"



Client

How SWAN lived its Values

Our Values are central to our approach and the work we do on a daily basis. We work hard to ensure that we demonstrate our commitment to them in all of our work:



Inclusivity

We work with people to find the best way to deliver advocacy to them and their communities. In 2024-2025 we delivered Be Heard Projects to support people who weren't entitled to statutory advocacy to develop their self-advocacy skills and confidence.

We are independent from other agencies meaning we can determine new ways to deliver advocacy in the way that people need it. During the reporting period we supported individuals to develop person directed Advocacy Plans and provided advocacy coaching sessions.



Innovation



Impact

We find new ways to measure our impact and use that information to improve what we do and how we do it. During the financial year, in partnership with experts by experience to ensure accessibility, we launched our bespoke online client outcomes surveys for all contacts and projects.

In 2024-25 we continued efforts to ensure advocacy is accessible to everyone to ensure everyone can access social justice. This included prisoners, homeless people and those at risk of homelessness and individuals subject to hate crime.



Impartiality

Volunteering and Co-Production

SWAN is complimented by our volunteers and experts by experience, who selflessly give their time to provide support to individuals and add value to our services. Our volunteers progress through a bespoke and dedicated volunteer induction and training programme and some volunteers go on to become paid members of staff. During 2024-25 SWAN volunteers contributed 667 hours.

In February 2024 SWAN's office team was joined by an expert by experience, with a learning disability, to work with us to create easy read referral forms and ensure our easy read documents are accessible. The Somerset co-production group launched in May and met every two months. The group emerged as a result of our learning from our autism project where a co-production group of experts by experience were involved throughout. The group aims to increase accessibility across Somerset for clients with different communication needs.

One of our experts by experience from the autism project has remained with us to provide consultancy on cases where there is an autistic client and where their autism could be a barrier to advocacy engagement. Our consultant also helps us to reviews our documents to ensure they are autism friendly.

Be Heard Programmes

A variety of Be Heard self-advocacy programmes were run throughout the service areas, all of which were well received by the attendees. Staff ensured the sessions were tailored to individual need to afford everyone the best possible experience. These programmes are designed to increase self-advocacy and empowerment for members of the public.

Staff on the Isle of Wight ran four Be Heard programmes for general public access during 2024-25. In January the programme was advertised and attended by people who were contacted prior to the workshops to ensure the sessions were tailored to meet individual needs.

Outcome	% Agreement
Learnt new ways to self-advocate	100%
Feel more confident planning how to get what they need	100%
Confidence to self-advocate increased	100%

The August programme had five attendees. People shared their experiences and what they hoped to achieve. This ranged from individuals needing to support clients, to others needing self-empowerment to deal with issues in their own lives including more knowledge about The Human Rights Act.



Be Heard Attendee

"Thank you again for the Be Heard self-advocacy course, which was excellent. I thought you might like to know that I've got involved with the traveller dispute ….. and thanks to you, I gained the courage to submit a formal complaint"

During the financial year, SWAN ran Be Heard programmes at Albany and Parkhurst Prisons which afforded opportunities for co-production with prisoners; a full Be Heard in Somerset programme at the Recovery College for people with mental health issues and a Be Heard workshop in Bridgwater for ten people with hearing loss. Feedback from the participants indicated that individuals found real value in the programmes.

"Great for networking, finding different organisations and support, gaining skills to self-advocate."

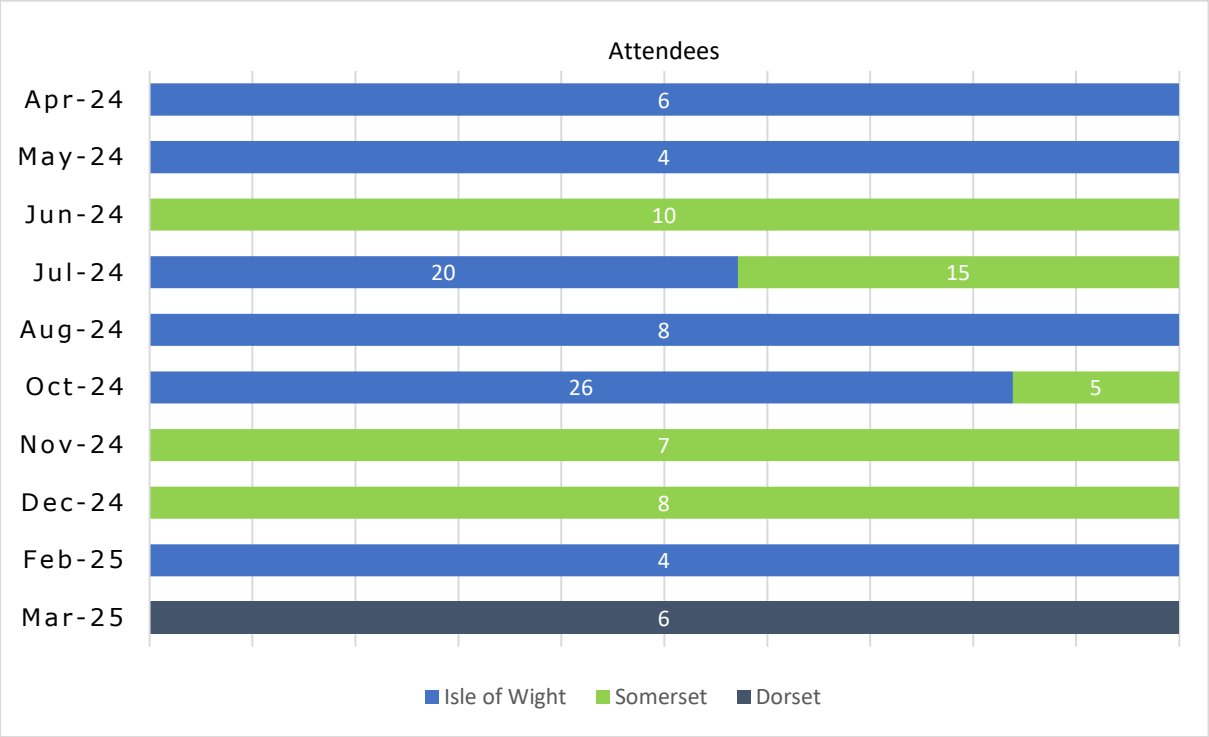
"The trainer was brilliant. The toolkit helped me self-advocate with my GP to get what I needed with medication."

"The course was brilliant, Catherine was great, so much information that was invaluable"

"Catherine clearly understands her subject well and has the experience to be able to support the theoretical content of her subject"

Participant

The chart below shows the number of attendees to our Self-Advocacy sessions held in Somerset, Dorset and on the Isle of Wight during 2024-25:



Training, Education and Addressing Communication Barriers

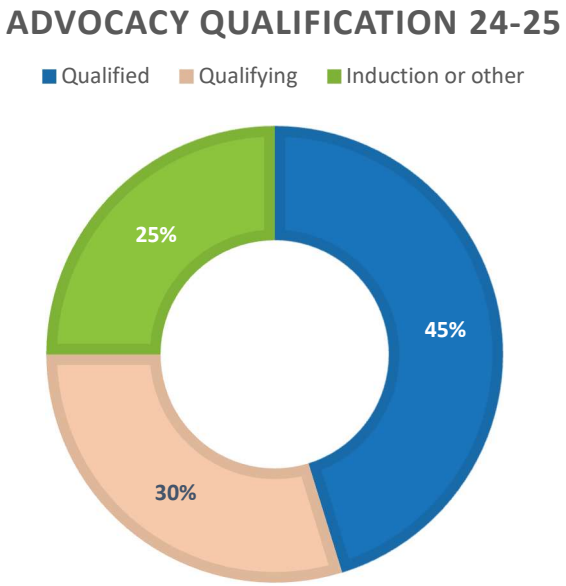
We identified the need for a refresher training session on 'total communication', to assist advocates when working with clients with communication impairments. We explored ways to communicate with clients with Profound and Multiple Learning Disabilities (PMLD). This developed transferable communication skills with other non-verbal clients including those experiencing impairments in verbal communication resulting from physical causation such as dementia or a stroke. Our trainer explored a variety of communication strategies which advocates found particularly useful, giving them the practical skills and confidence to use different approached to communication in their practice.

Deaf and Hearing Impaired

To improve the quality of our advocacy for deaf and hearing-impaired clients, we approached expert by experience and Director of Deafinate to provide deaf awareness training for advocates and a member of the support team. As a result, we have trained a member of the Somerset team to become a Deaf Awareness Champion.

Independent Advocacy Qualification Training

SWAN has successfully provided internal training for many years and continues to be an excellent resource ensuring that all advocates are appropriately trained in Independent Advocacy and receive regular workshops to upskill on all disciplines. ARC England are partners with SWAN enabling the in-house assessment for the Level 4 Independent Advocacy Qualification from two internal assessors. Three quarters of staff providing direct advocacy or advocacy management are qualified or qualifying. New advocates and experienced advocates joining the service without a qualification commence their qualification following a successful induction period. The following chart shows the number of staff qualified or in qualifying phases.



Key:

Qualified
Advocacy staff who hold a Diploma, Certificate or Level 4 Independent Advocacy qualification.

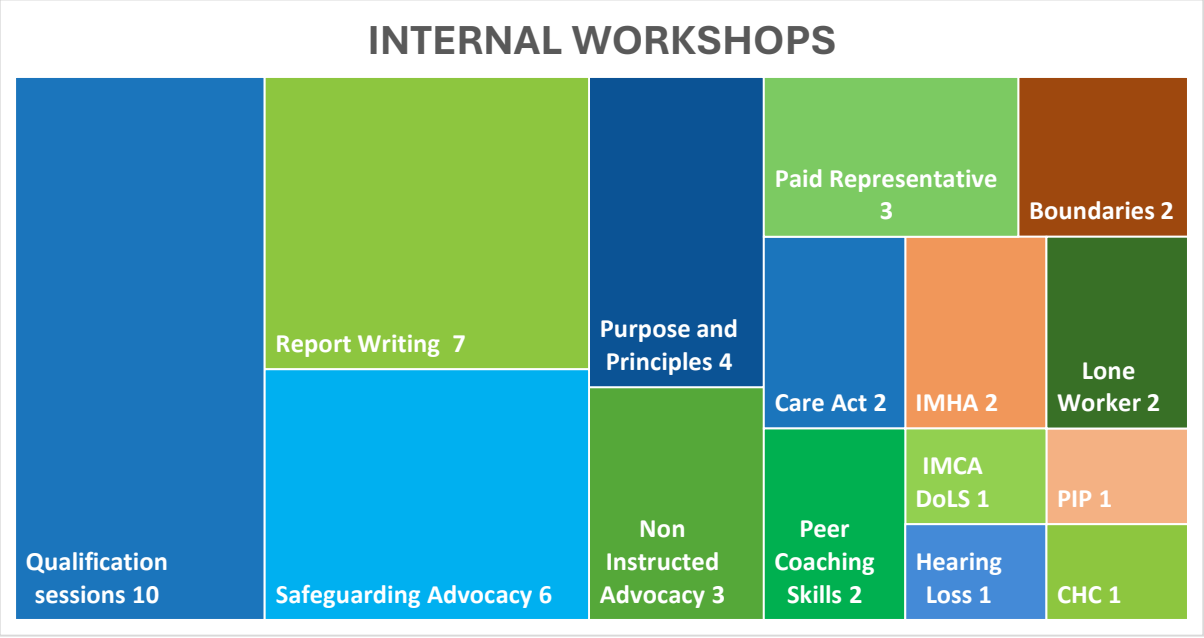
Qualifying
Advocacy staff who are actively completing their Level 4 Independent Advocacy Qualification.

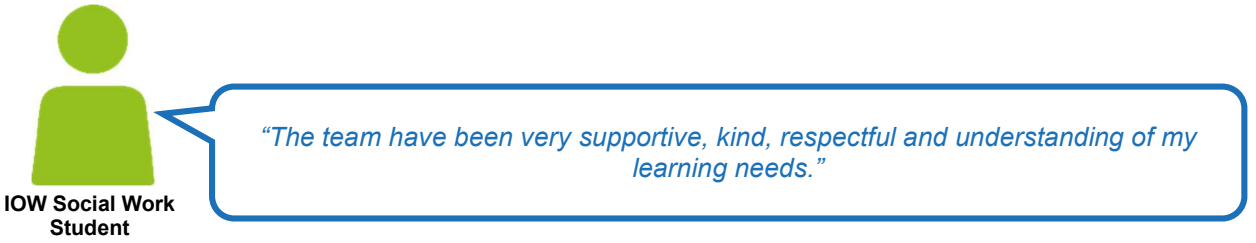
Induction or other
Advocacy staff who are currently not qualified, for example, new starters in induction processes.

Workforce Development

SWAN is committed to developing its workforce and provided Management Training accredited by the Institute of Leadership for two Service Managers and supervisor training for three Team Supervisors. This training is bespoke to the needs of the organisation and is developed by Access2 Human Resources, our human resource partners and SWAN's Chief Executive who is Fellow of the Institute of Leadership.

SWAN continued refresher training sessions on 'total communication' to assist advocates when working with clients with communication impairments. Deafinate for deaf and hearing-impaired clients also continued with Lunch and Learn training for the workforce.







Partnership Working

During 2024-25 SWAN contributed to a range of engagement and development work including:

- Leaders in Advocacy Group – SWAN formed part of the Ethical Commissioning Group which evolved from Leaders in Advocacy Group scrutiny of the NHS and NDTi Review of Independent Advocacy document (published in 2023)
- SCIE Providers Group – meetings to feedback and consult with SCIE on a range of health and social care provider themes.
- Mental Health Act Reform Consultation in partnership with the Leaders in Advocacy Group. A wider consultation and feedback forum from advocacy providers for the White Paper process in Mental Health Act legislation.

SWAN have maintained contact with stakeholders and partners and supported an understanding of independent advocacy practice through event speaking & training including:

- Carnival of Practice - Speakers for Independent Advocacy – topic '*MCA and Communication*' – arranged by Somerset Local Authority
- Statutory Advocacy training delivery for Bristol Royal Infirmary Discharge Team
- *The Independent Advocacy Role* in Safeguarding for a Safeguarding Adults Board
- Co-teaching partnership with University of the West of England. Sessions for social work students re: *role and benefits of advocacy & IMCA role in Deprivation of Liberty Safeguards*.

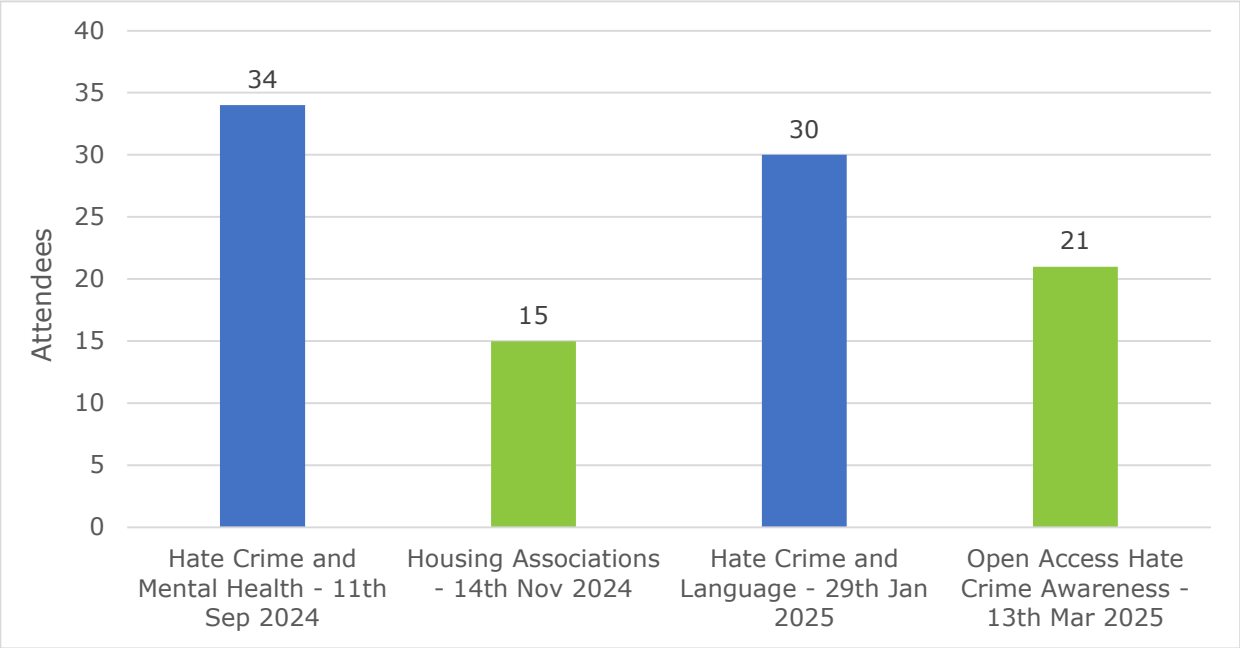


Senior Lecturer UWE

"Your involvement in teaching is always welcome as you are engaging and enthusiastic about the advocacy role generally. You are able to give nuanced and informed advice to the BIA students about the specialist representative and advocacy roles they might encounter in practice and give social work students important insights from both a legal and practice perspective into the similarities and differences between advocacy and social work roles in Care Act and safeguarding practice."

Every Victim Matters

Stand Against Racism and Inequality (SARI)'s National Lottery funded Every Victim Matters (EVM) service continued this year. SWAN partnered with SARI and The Diversity Trust delivering sessions for professionals and members of the public in Somerset, North Somerset and Bath and North East Somerset (BaNES) throughout 2024-25 SWAN were able to demonstrate our expertise in working with people with disabilities and our experiencing of supporting people with additional needs to cope and recover from the impact of hate crime and anti-social behaviour. These sessions, which ran for either 1 or 2 hours, attracted a greater number of attendees than the previous financial year. We also experienced improved attendee engagement and more positive feedback regarding the impact of the training. During 2024-25 SWAN supported the development and delivery of the following:



SWAN look forward to working with SARI and the Diversity Trust in 2025-26 to further improve Every Victim Matters provision and achieve even better outcomes.

> *"Partnership working came across as very strong, with commissioners, partner providers and with some community organisations and almost without exception there is positive feedback from external stakeholders who reported teams to be reliable, responsive, helpful and collaborative with a transparent and open, solution orientated approach."*
> **AQPM comment from 2024 draft report**

Student placements

SWAN benefits greatly from the dedication of our students during their social work placements. During financial year 2024-25 Student Social Workers contributed 1,306 vital hours of advocacy. Placements, for both 70 days and 100 days, occurred on the Isle of Wight in partnership with Solent University and in Somerset in partnership with the University of West England.

Students learn about advocacy, application of legislation and how to ensure the persons views are respected. Some students go on to take casual work as an advocate. SWAN is very grateful for the time and commitment offered by our students and the invaluable partnerships with the University's.

One student provided the following feedback:

> *"The Somerset team are incredibly knowledgeable, and every member of the team works hard to support their clients fully, maximising both their time and extensive knowledge by working together and sharing expertise. As a student on placement with the Somerset Team, I was welcomed with open arms and integrated into the team; people took the time to teach me, spend additional time with me shadowing them and help whenever I needed some guidance. SWAN, as an agency, is incredibly supportive, but the kindness and knowledge I worked alongside will be a guiding force in my practice going forward. Thank you, Somerset!"*



Somerset Social Work Student

Swan Advocacy Network

Report of the Trustees
For the year ended 31 March 2025

SWAN is grateful to all its partners for the work we do together.

Legal Status and Charity Objectives

Swan Advocacy is a company limited by guarantee 06599429 incorporated on 21st May 2008 and registered as a charity 1125679 on 1st September 2008 with the legal framework set out in the governing documents, the Memorandum and Articles of Association. For the purposes of the registered company and legal requirements, it is referred to as "Swan Advocacy", however the charity now trades as 'SWAN' (South West Advocacy Network).

Objectives of the Charity

SWAN's objectives are expressed in the governing document, as follows:

The objects for which the Company is established are:

a) *the relief of those in need, by reason of youth, age, ill-health, disability, financial hardship, or other disadvantage in particular but not exclusively by the delivery of advocacy, money management and debt counselling.*

b) *the advancement of education in particular but not exclusively through the delivery of self-advocacy, training and end of life planning.*

c) *the advancement of human rights, conflict resolution or reconciliation or the promotion of religious or racial harmony or equality and diversity, in particular but not exclusively by the provision of statutory advocacy and victim support services.*

Primarily, but not solely, in counties across the South West of England or adjoining the South West.

Under Charities Act 2011, Public Benefit requirement, Trustees have a duty to report on how SWAN meets its charitable objectives for the public benefit. The strategic report provides information on how SWAN has achieved this primarily delivered through the provision of advocacy and during 2024-25 SWAN held 10,526 active cases and received amounting to 77,133 total advocacy hours.

Governance

The Trustee Board is responsible for the governance of the Charity and ensuring that it delivers its objectives. Operational management is delegated by the Trustees to the Chief Executive who is accountable to the Board. The Trustees are also Directors of the Company for the purpose of company law. All Trustees are appointed through a transparent recruitment and selection process and are elected to the Board at the annual AGM. The skills and experience required for the organisation is reviewed through annual board appraisals; continued governance improvements were made via refined reporting and assurance mechanisms.

During the reporting period, the Trustees met formally four times for Board meetings and held an AGM in November. The meetings were all in person at the Head Office in Taunton. The Chief Executive and the Director of Finance and Central Services attend all Board meetings and other members of the Senior Leadership Group attend as required. The Board held an evaluation day in May 2024, enabling more detailed discussion and information sharing relating to newly awarded contracts, and our new ethics policy.

Due to the size of the organisation and the Board, there are no sub-committees, and all information is discussed at Board level. This is kept under review as SWAN continues to grow. A Trustee Task and Finish Group with members from the Board is enacted when there are specific pieces of work to undertake. In February 2024 Trustees attended a Governance Workshop facilitated by an external Governance specialist.

Risk Management

A comprehensive Board Assurance Framework and Strategic Risk Register is in place and is agreed on an annual basis. Trustees review the major risks to the organisation on a quarterly basis at Board meetings. Systems are in place to monitor, and control identified risks to mitigate the impact they may have on the Senior Leadership Group review the operational and strategic risks on a systematic basis by way of standing agenda items to ensure that current and emerging risks are considered regularly and raised to the Board if required.

During November and December 2024 SWAN prepared for, and engaged with AQPM reaccreditation, the only accreditation specifically aimed at Advocacy organisations. Assessment and interviews with the workforce, senior managers, CEO and Trustees took place during 2024-25. It is anticipated that SWAN will be reaccredited during Q2 of the financial year 2025-26.

SWAN partners with SSG Health and Safety advisers who conduct a comprehensive annual audit of the organisations Health and Safety policies, procedures and processes. The 2024-25 audit demonstrated that SWAN is compliant with no major issues and that minor areas for improvement are addressed.

Organisational structure and people

The operation of the organisation is delegated to a full-time Chief Executive who is supported by a Senior Leadership Group including Director of Business Development and Marketing and a Director of Finance and Central Support; two Head of Services who lead on day-to-day operations, a Volunteer Manager and a Training Manager. SWAN has a head office in Taunton, an office in Dorset and three hub offices, in Bristol, Portsmouth and the Isle of Wight. In October 2024 SWAN TUPE'd the Bristol team out of SWAN and the VOCAS contract expired in March 2025, resulting in a decrease in personnel on the previous year. During 2024-25 SWAN on average employed 109 staff which equated to 77 full time positions which was enhanced by 667 volunteer hours. SWAN staff and volunteers have a wide array of skills and experiences; all advocates are either qualified or registered to complete the required level of training in Independent Advocacy.

Organisational structure and people (continued)

A year of consolidation ensued following the previous year of considerable change and geographical expansion. SWAN is committed to ensuring that all staff and managers have the skills required to enable them to thrive and enjoy their working life within the organisation. The workforce EDI Group, which includes a Trustee and workforce members from all delivery areas, representing all diversity streams met and revised the bi-annual Workforce Equality, Diversity and Inclusion Survey to ensure accessibility and increase response levels. The Group also reviewed progress against SWAN's EDI strategic goals.

Remuneration Policy for Staff

Employee salaries are set at a specific scale and level, which allows for progression in the role at a salary which is reflective of similar organisations pay. An incremental rise is considered every April following the completion of a positive appraisal review and subject to affordability. Any substantial changes to remuneration are agreed by the Board as required. During the financial period the handover of contracts, significant changes to employers national insurance contributions and national minimum wage increases meant that whilst salary uplifts were considered, the organisation was unable to award increases except to those on the lowest pay scale to ensure that all employees receive more than national minimum wage. SWAN staff pay is determined by the pay scale for all employees except for the Chief Executive whose pay is determined by the Board.

Responsibilities of the Board

SWAN Board of Trustees, who are Directors of the Company, work closely with the Chief Executive to set the strategic direction of the organisation. It is their responsibility to safeguard the assets of the Charity and ensure the financial statements comply with the relevant acts and legislation. Trustees volunteer their time, skills and expertise freely and receive no financial benefit from the charity, expenses that are incurred may be reclaimed and these are disclosed as required.

Company law requires that Trustees must not approve the financial statements unless they are satisfied that they give a 'true and fair' view of the income and expenditure and financial state of affairs of the Charity. The Trustees must keep proper accounting records that disclose the financial position of the charity with reasonable accuracy at any given time. Each Trustee confirms that as far as they are aware there is no relevant audit information of which the charitable company's auditor is unaware; also that individually, all steps that should have taken to be aware of any relevant audit information have been taken and to ensure the charitable company's auditor is aware of information that comes to light. This is confirmed in accordance with the provisions of s148 of Companies Act 2006.

Public Benefit

The trustees consider that they have complied with their duty under the Charities Act 2011 to have regard to the public benefit guidance issued by the Charity Commission.

The advocacy services provided by Swan Advocacy directly benefit those in society who are at their most vulnerable, due to age, illness, disability, in poverty or are socially excluded or a situation that they find themselves in e.g. bereavement, victim of crime.

Public Benefit (continued)

SWAN works within its charitable objectives to support people to have a voice, to uphold their rights, to prevent discrimination and to gain the support and care that they need and are entitled too as well as resolve complaints, concerns and difficulties. As well as our direct beneficiaries a wide range of others in society in general benefit, including those who come into contact with and care for our direct beneficiaries.

Often the role the advocate has undertaken will influence and change working practice with statutory or other care providers thus benefiting the wider society and communities we work in.

We work with our commissioners to identify gaps in provision and any barriers to people receiving the support and care they are entitled too. We believe that it is important to promote the benefits of non-statutory services with our commissioners, in terms of early intervention, preventative support and building personal and community resilience.

In addition to supporting clients to find resolutions to issues, clients tell us that receiving advocacy support enables them to feel more empowered, take control of their lives and the learning of self-advocacy skills and approaches assists them in their future lives.

Financial Review, Reserves and Investment Policy

Details of Swan Advocacy's activities in 2024-25 is shown in the statement of financial activities on page 26.

The charity continues to grow sustainably by winning new business and retaining existing contracts through the delivery of high-quality, effective, and value-for-money services. All new tenders are subject to financial sustainability and risk assessment before submission to ensure that activities undertaken are viable and aligned with the charity's strategic objectives.

The Board has reviewed the charity's requirement for reserves, in light of the principal risks facing the organisation. These include the potential financial impact of a sudden loss of contract income and the need to maintain sufficient cash flow to support ongoing operations and protect employees.

The Board has determined that the total free unrestricted reserves should, at any point in time, be sufficient to cover approximately three months of forecast running costs. This level is considered appropriate to provide financial resilience, ensure operational continuity, and allow for contingencies. Forecast running costs will be based on expected future running costs pro-rated, three months forecast running costs for 2025/26 total £688,653 (2024/25: £770,473). Free unrestricted reserves are defined as unrestricted reserves less the value of any fixed assets, at the year end free reserves totalled £989,235 (2024: £798,924). Free reserves at the year end are higher than approximately three months of forecast running costs due to a large unexpected donation in the year of £107,360 and with a deficit forecast for the 2024/25 year, it was decided to retain excess reserves.

Financial performance and reserves levels are monitored through monthly forecasting and budget reviews, which assess both current reserves and projected cash flows. Annual budgets are prepared based on contractual commitments, historic cost trends, and anticipated changes such as inflation and regulatory updates (e.g., National Living Wage adjustments). Monthly management reports compare actual performance against budget, supporting effective financial control and informed decision-making by the Board and senior management.

The Reserves Policy is reviewed annually to ensure it remains appropriate, reflecting the charity's risk profile, operational requirements, and growth ambitions.

Swan Advocacy holds cash in excess of working capital required within our CAF gold account. The amounts of interest earned during the year was £13,691 (2024 - £8,721). Our investment policy is such that we ensure that our excess working capital is available for use at all times.

Swan Advocacy Network

Report of the Trustees
For the year ended 31 March 2025

Trustees' Responsibilities

The trustees (who are also directors of Swan Advocacy Network for the purposes of company law) are responsible for preparing the Trustees' Report (incorporating the directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 income and expenditure, of the charitable company for that period.

In preparing those 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 United Kingdom accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable charity will continue in business.

The trustees are responsible for maintaining proper accounting records which 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 auditors are unaware; and
- the Trustees have taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Signed on behalf of the Trustees

Claire Tough
Chair of Trustees

Matthew Wall
Trustee

Swan Advocacy Network

Independent Auditors' Report to the Trustees of SWAN Advocacy Network For the year ended 31 March 2025

Opinion

We have audited the financial statements of Swan Advocacy Network ("the charitable company") for the year ended 31 March 2025 which comprise Statement of Financial Activities, the Balance Sheet, the 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 income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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 Swan Advocacy Network's ability to continue as a going concern for a period of at least 12 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 annual report, including the trustees' 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.

Swan Advocacy Network

Independent Auditors' Report to the Trustees of SWAN Advocacy Network For the year ended 31 March 2025

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 Charities (Accounts and Reports) Regulations 2008 require 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;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made, or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Trustees

As explained more fully in the Trustees' Responsibilities, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they 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 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 company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

We have been appointed auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 is detailed below:

Identifying and assessing potential risks of material misstatement due to irregularities

We considered the following when identifying and assessing risks of material misstatement due to irregularities, including fraud and non-compliance with laws and regulations:

- the legal and regulatory framework in which the charitable company operates
- the sector in which the charitable company operates
- the control environment and controls established to mitigate such risks
- the results of our enquiries of management about their identification and assessment of risks of irregularities

- discussions with the audit engagement team about where fraud might occur
- the incentives for fraud.

Laws and regulations which are considered to be significant to the charitable company include those relating to the requirements of financial reporting framework FRS102, the Companies Act 2006, the Charities Act 2011, UK tax legislation, employment law and health and safety. In addition, we consider other laws and regulation which may not directly impact the financial statements but may impact on the operation of the charitable company.

As a result of these procedures we concluded, in accordance with International Auditing Standards, that a risk in relation to the potential for management override of controls existed.

Audit responses to risks identified

We undertook audit procedures to respond to the risks identified, and designed our audit testing to respond to these risks. The additional procedures we undertook included the following:

- gaining an understanding of the charitable company's procedures for ensuring compliance with laws and regulations
- testing the appropriateness of journal entries and other adjustments
- considering whether accounting estimates were indicative of potential bias
- considering whether any transactions arose outside the normal course of business
- making enquiries of management
- corroborating our enquiries through review of Board Minutes and correspondence.

We also communicated relevant laws and regulations and potential fraud risks to all engagement team members and remained alert to any indicators of fraud or non-compliance with laws and regulations throughout the audit.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities.

This description forms part of our auditor's report.

A C Mole LLP is eligible for appointment as auditor of the charitable company by virtue of its eligibly for appointment auditor of a company under section 1212 of the Companies Act 2006.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the 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.

A C Mole LLP
Chartered Accountants and Statutory Auditor
Stafford House
Blackbrook Park Avenue
Taunton
Somerset TA1 2PX

Date:

Swan Advocacy Network

Statement of Financial Activities
(Incorporating the Income and Expenditure Account)
for the Year Ended 31 March 2025

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
Income from:					
Donations and legacies		109,601	-	109,601	155
Charitable activities:					
Revenue contracts and grants	3	2,754,826	-	2,754,826	2,663,081
Fee income		278,483	-	278,483	273,667
Investment income	2	13,691	-	13,691	8,721
Other income		3,744	-	3,744	12,021
Total income		**3,160,345**	**-**	**3,160,345**	**2,957,645**
Expenditure on:					
Charitable activities	4	2,976,912	-	2,976,912	2,807,006
Total expenditure		**2,976,912**	**-**	**2,976,912**	**2,807,006**
Net income and Net movement in funds		183,433	-	183,433	150,639
Reconciliation of funds					
Total funds at 1 April 2024		819,784	-	819,784	669,145
Total funds at 31 March 2025	11	**1,003,217**	**-**	**1,003,217**	**819,784**

All of the charity's operations are classed as continuing. The charity has no recognised surpluses or deficits other than the net income for the year. The movement on reserves is shown above.

The notes shown on pages 29 to 37 form part of these financial statements.

Swan Advocacy Network

Registered Company Number: 06599429

Balance Sheet
as at 31 March 2025

	Notes	31 March 2025		31 March 2024	
		£	£	£	£
Fixed Assets					
Tangible assets	6		13,982		20,860
Investments	7		1		1
			13,983		20,861
Current Assets					
Debtors	8	418,884		446,192	
Cash at bank and in hand		641,143		436,690	
		1,060,027		882,882	
Creditors					
Amounts falling due within one year	9	70,793		83,959	
		70,793		83,959	
Net Current Assets			989,234		798,923
Total Assets Less Current Liabilities			**1,003,217**		**819,784**
The Funds of the Charity:					
Unrestricted Funds	11		1,003,217		819,784
Total Charity Funds	11		**1,003,217**		**819,784**

For the year in question, the charitable company was entitled to exemption from an audit under section 477 of the Companies Act 2006.

The members have not required the charitable company to ontain an audit of its accounts for the year in question in accorded with section 476 of the Act.

The trustees/directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting reports and the preparation of accounts.

These accounts have been prepared in accordance with the provisions of part 15 of the Companies Act 2006 relating to the small companies' regime.

The financial statements were approved by the Trustees and signed their behalf by:

Claire Tough
Chair of Trustees

Matthew Wall
Trustee

Date:

The notes shown on pages 29 to 37 form part of these financial statements.

Swan Advocacy Network

Statement of Cash Flows
for the Year Ended 31 March 2025

	Notes	31 March 2025 £	31 March 2024 £
Cash flows from operating activities			
Net cash provided by operating activities	15a	197,328	20,032
Cash flows from investing activities			
Interest from investments		13,691	8,721
Purchase of equipment		(6,566)	(24,360)
Net cash provided by / (used in) investing activities		7,125	(15,639)
Change in cash in the reporting period		204,453	4,393
Cash at the beginning of the reporting period		436,690	432,297
Cash at the end of the reporting period	15b	641,143	436,690

The notes shown on pages 29 to 37 form part of these financial statements.

Swan Advocacy Network

Notes to the Financial Statements
for the Year Ended 31 March 2025

1. Accounting Policies

a. Accounting convention

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) (issued October 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102) and the Charities Act 2011. The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless stated otherwise within these notes.

b. Public benefit entity

Swan Advocacy meets the FRS102 definition of a public benefit entity.

c. Going concern

The financial statements have been prepared on a going concern basis as the trustees consider that the charity has adequate resources to continue in operational existence for the foreseeable future.

d. Income

i) Voluntary income

Voluntary income received by way of donations and gifts is included in full in the Statement of Financial Activities (“SOFA”) when received.

ii) Revenue contracts and grants

Revenue grants are recognised in the period in which they are receivable. Contract income is recognised in the period in which it is receivable and when the contract service has been provided. Contract income received in advance is deferred.

e. Expenditure

The charity's cost of operating includes staff costs, rent and other related costs. Such costs are allocated between charitable activities, fundraising and support costs. All costs are accounted for on an accruals basis. Costs include attributable VAT which cannot be recovered.

Costs are allocated to different activities on the basis of staff time spent in each type of activity.

f. Pension costs

The charity contributes amounts between 3% and 6% of salary to individual personal pension arrangements for members of staff. The pension cost represents the employer contributions payable by the charity to these funds.

g. Tangible fixed assets

Fixed assets are capitalised and depreciated over their estimated useful lives. The rates applicable are as follows:

- Office Equipment 20% on cost
- Computer Equipment 33% on cost

Fixed assets are reviewed for impairment if evidence comes to light that the recoverable amount of a functional fixed asset is below its net book value.

h. Leases

Rentals payable under operating leases are taken to the statement of income and expenditure on a straight-line basis over the lease term.

1. Accounting Policies (Continued)

i. Funds

The charity maintains various types of funds as follows:

- Restricted funds are those which are used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.
- Unrestricted funds are funds which are expendable at the discretion of Trustees in furtherance of the objects of the charity.
- Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

j. Debtors

Debtors are measured at the amounts the charity anticipates it will receive from a debt. Prepayments are valued at the amount prepaid.

k. Cash at bank and in hand

Cash at bank and in hand includes cash and cash on deposit.

l. Creditors

Creditors are recognised when the charity has an obligation to transfer economic benefits to a third party. Creditors are usually recognised at their settlement amount or the amount received as an advance payment for goods or services it must provide.

m. 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.

n. Consolidated financial statements

The financial statements are single entity accounts. The charity is exempt from the requirement to prepare group accounts as the subsidiary company is currently dormant.

2. Investment Income

	Total 2025 £	Total 2024 £
Bank and other interest receivable	13,691	8,721

3. Income: Revenue Contracts and Grants

	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Contracts	2,754,826	-	2,754,826	2,639,616
Grants	-	-	-	23,465
	2,754,826	-	2,754,826	2,663,081

4. Expenditure

	Staff Costs	Other Costs	Depreciation	Total 2025	Total 2024
	£	£	£	£	£
Charitable Activities	2,590,769	372,699	13,444	2,976,912	2,807,006
Total Expenditure	**2,590,769**	**372,699**	**13,444**	**2,976,912**	**2,807,006**

In 2024 the analysis was £2,454,948 staff costs, £332,331 other costs and £19,727 depreciation.

Expenditure is stated after charging:

	2025	2024
	£	£
Depreciation	13,444	19,727
Trustee indemnity insurance	771	527
Audit fee	5,880	5,640
Operating lease rentals - property	30,890	14,514

Staff costs:

	2025	2024
	£	£
Wages and salaries	2,166,247	1,974,428
Social security costs	165,922	152,165
Pension costs	110,889	101,853
Travel	132,646	123,085
Recruitment and training	15,065	87,354
Redundancy	-	16,063
	2,590,769	2,454,948

Analysis of governance and support costs

	Staff costs	Other costs	Governance	Total
	£	£	£	£
Wages and salaries	2,590,769	-	6,343	2,597,112
General office costs	-	373,920	-	373,920
External audit and accountancy fees	-	-	5,880	5,880
	2,590,769	373,920	12,223	2,976,912

The charity identifies the costs of its support function and governance.

Wages and salaries are allocated to specific activities on the basis of time.

General office costs are either allocated directly to specific activities or apportioned on the basis of time.

Support costs and governance activities are ultimately apportioned across the fundraising and publicity activities and charitable activities.

The key management personnel of the charity comprise the trustees, Chief Executive, Director of Operations, Director of Income Generation and Director of Finance and Central service. The total employee benefits of the key management personnel is £166,171 (2024: £152,972). Trustees are not remmunerated for their services as Trustees.

4. Expenditure (continued)

The average monthly number of employees (employee head count) during the period was 109 (2024: 102).

Employees are involved in advocacy work, management, administration and fundraising.

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

	2025	2024
£60,000 - £69,999	1	-

In addition to the employed staff SWAN is dependent on volunteer advocates to provide its service during the year. Volunteers undertake a variety of roles within Swan Advocacy and contribute their time, skills and experience for the benefit of the organisation and its beneficiaries. Primarily volunteers are advocates supporting clients on a 121 basis to resolve their particular issues and ensure their rights are protected and their voices heard. Volunteers also undertake other tasks such as administration, marketing and fundraising. Volunteers add significant value to the services delivered by Swan and enrich the organisation through their diverse skills, experiences and interests.

No Trustee received any remuneration for services as a Trustee (2024: none). Travel and meeting expenses for 1 Trustees of £89 (2024: 2 Trustees - £365) were reimbursed during the year.

No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during this period (2024: none).

The charity paid pension contributions to a range of personal pension funds on behalf of staff members. All of these schemes are defined contribution schemes where both the employer and the employee make contributions. At the year end contributions of £21,866 (2024: £24,276) were unpaid.

5. Taxation

SWAN Advocacy Network is a registered charity and as such is not liable for taxation on any surplus from its charitable activities.

6. Fixed Assets

	Office Equipment £	Computer Equipment £	Total £
Cost			
At 1 April 2024	16,277	117,012	133,289
Additions	-	6,566	6,566
Disposals	(8,871)	(58,056)	(66,927)
At 31 March 2025	7,406	65,522	72,928
Depreciation			
At 1 April 2024	13,943	98,486	112,429
Charge for year	846	12,598	13,444
Disposals	(8,871)	(58,056)	(66,927)
At 31 March 2025	5,918	53,028	58,946
Net Book Value			
At 31 March 2025	1,488	12,494	13,982
At 31 March 2024	2,334	18,526	20,860

7. Investments

	2025	2024
	£	£
Investment in subsidiary	1	1
	1	1

The subsidiary company, Swan Training Services Limited, has never traded and is dormant.
It has assets of £1, being 1 £1 ordinary share.

8. Debtors

	2025	2024
	£	£
Trade debtors	414,330	436,207
Prepayments and accrued income	4,554	9,985
	418,884	446,192

9. Creditors: Amounts falling due within one year

	2025	2024
	£	£
Trade creditors	10,178	14,925
Other tax and social security costs (including pensions)	54,315	62,050
Accruals	6,300	6,984
	70,793	83,959

10. Operating leases

The charity has total commitments under operating leases expiring as follows:

	Premises	
	2025	2024
Less than 1 year	£8,000	£25,834
1 to 5 years	£22,667	£35,722

11. Description of Funds

	As at 1 April 2024 £	Income £	Expenditure £	Transfers £	As at 31 March 2025 £
Unrestricted Funds	819,784	3,160,345	(2,976,912)	-	1,003,217
Total Funds	819,784	3,160,345	(2,976,912)	-	1,003,217

Unrestricted Funds

The unrestricted funds comprise the accumulated surpluses and deficits which have neither been restricted by conditions imposed by donors, nor have been designated by the trustees for specific purposes.

12. Description of Funds - Comparative year ended 31 March 2024

	As at 1 April 2023 £	Income £	Expenditure £	Transfers £	As at 31 March 2024 £
Restricted Funds					
Autism Advoacy Project	-	23,465	(23,465)	-	-
Total Restricted Funds	-	23,465	(23,465)	-	-
Unrestricted Funds	669,145	2,934,180	(2,783,541)	-	819,784
Total Funds	669,145	2,957,645	(2,807,006)	-	819,784

Restricted Funds

Autism Advoacy project

SWAN received funding from the Open Mental Health Grant. This funded the Somerset Autism Advocacy project. This project provides a 1:1 advocacy provision to individuals with Autism using an empowerment and self-advocacy model.

Unrestricted Funds

The unrestricted funds comprise the accumulated surpluses and deficits which have neither been restricted by conditions imposed by donors, nor have been designated by the trustees for specific purposes.

13. Analysis of Net Assets between Funds

Fund balances as at 31 March 2025 are represented by:

	Unrestricted Funds £	Restricted Funds £	Total 2025 £
Fixed Assets	13,983	-	13,983
Current Assets	1,060,027	-	1,060,027
Creditors: amounts falling due within one year	(70,793)	-	(70,793)
	1,003,217	-	1,003,217

Fund balances as at 31 March 2024 are represented by:

	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Fixed Assets	20,861	-	20,861
Current Assets	882,882	-	882,882
Creditors: amounts falling due within one year	(83,959)	-	(83,959)
	819,784	-	819,784

14. Statement of Financial Activities - Comparative year ended 31 March 2024

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £	Total Funds 2023 £
Income from:					
Donations and legacies		155	-	155	42
Charitable activities:					
Revenue contracts and grants		2,639,616	23,465	2,663,081	1,863,063
Fee income		273,667	-	273,667	184,704
Investment income		8,721	-	8,721	2,931
Other income		12,021	-	12,021	1,875
Total income		**2,934,180**	**23,465**	**2,957,645**	**2,052,615**
Expenditure on:					
Charitable activities		2,783,541	23,465	2,807,006	2,009,347
Total expenditure		**2,783,541**	**23,465**	**2,807,006**	**2,009,347**
Net income and Net movement in funds		150,639	-	150,639	43,268
Reconciliation of funds					
Total funds at 1 April 2023		669,145	-	669,145	625,877
Total funds at 31 March 2024		**819,784**	**-**	**819,784**	**669,145**

15. Notes to the cash flow statement

a. Reconciliation of net income to net cash flow from operating activities

	31 March 2025	31 March 2024
Net income for the reporting period as per the Statement of Financial Activities	183,433	150,639
Adjustments for:		
Depreciation	13,444	19,726
Interest from investments	(13,691)	(8,721)
Decrease / (increase) in debtors	27,308	(175,156)
Increase / (decrease) in creditors	(13,166)	33,544
Net cash provided by operating activities	197,328	20,032

b. Reconciliation of net cashflow to movement in net funds

	31 March 2025	31 March 2024
Increase in cash in the period	204,453	819,784
Cash and cash equivalents at 1 April 2024	436,690	432,297
Cash and cash equivalents at 31 March 2025	641,143	1,252,081

c. Analysis of net funds

	Balance 1 April 2024	Cash flow	Balance 31 March 2025
Cash at bank and in hand	436,690	204,453	641,143
	436,690	204,453	641,143

SWAN ADVOCACY NETWORK

England & Wales - Charity number 1125679

Accounts



SWAN ADVOCACY NETWORK

TRUSTEES' REPORT & FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH 2024

Charity Number: 1125679

Registered Company Number: 06599429

SWAN ADVOCACY NETWORK

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Swan Advocacy Network

Report of the Trustees

The Trustees present their report and financial statements for year ended 31st March 2024.

Reference and Administrative Details

Charity Name	SWAN Advocacy Network	
Charity Number	1125679	
Company Registration Number	06599429	
Trustees	Ms Claire Tough	Chair
	Mr Alan Guyver	Treasurer
	Mr Peter Harding	
	Mrs Lynda Corwin	
	Mr Povanen Veerappapillay	
	Mr Mahrus Jalil	
	Mr Richard Davis	(appointed November 2023)
Chief Executive	Vikki Holloway	
Registered Office	Hi Point Thomas Street Taunton Somerset TA2 6HB	
Bankers	CAF Bank Limited 25 Kings Hill Avenue West Malling ME19 4JQ	
Auditors	A C Mole LLP Chartered Accountants and Statutory Auditors Stafford House Blackbrook Park Avenue Taunton Somerset TA1 2PX	

Swan Advocacy Network

Report of the Trustees

Chair's Introduction to the Annual Report and Financial Statements 2024

I am pleased to introduce the annual report for SWAN for the year 2023-2024 and financial statements for the financial year ending March 2024.

This year has been marked by significant and successful progress and impactful initiatives that continue to underpin our commitment to deliver on our vision and mission toward advocacy and client support in the geographical areas where we have an influence.

Following our comprehensive governance review and the implementation of the board workplan we have continued to reinforce our organisational integrity and strategic direction. Our Board Evaluation Day on the Isle of Wight in June provided a dedicated session for discussion and enhancement of our governance practices. The day also provided valuable insights into the operational business and fostered a culture of continuous improvement and an opportunity for Board development. Furthermore, Board representation at the workforce day in Dorset in December underscored our commitment to engaging with and understanding the needs of our frontline colleagues. This event was instrumental in fostering a stronger connection between the Board and the workforce, ensuring that our strategies are aligned with the needs and aspirations of our team.

We are pleased to welcome two new Trustees who will formally join our number at our AGM in November; their diverse expertise and fresh perspectives will continue to enrich our governance and decision-making processes.

In addition to strengthening our leadership team, we have secured three new contracts for Dorset, including Bournemouth, Christchurch and Poole, West Berkshire and Portsmouth. These contracts align with our vision and mission and broaden our scope of influence. We welcomed colleagues who have joined us and will enable us to deliver enhanced services for our commissioners and support to our clients.

All of this would not be possible without the dedication and support of Vikki our CEO, and her senior team. Our thanks go to those who have worked tirelessly to secure a brighter, more stable future. In addition, we thank the support and generosity of our volunteers who enrich the quality of the services we provide.

I thank our funders from individuals donations to grants from charitable trusts, for their generosity, we look forward to working and celebrating our future successes with you. Last but not least, I thank my fellow trustees for their invaluable help and support and the new opportunities for SWAN in the future.



Claire Tough
Chair of Board of Trustees
21st November 2024

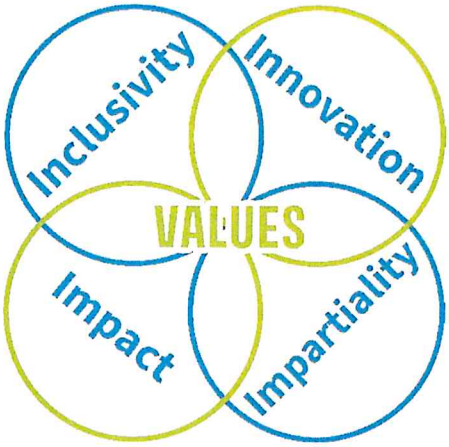
Swan Advocacy Network

Report of the Trustees
For the year ended 31 March 2024

SWAN's Vision

SWAN is committed to furthering the human rights of individuals by helping people to access their rights, lead the lives they want to lead, live without fear of discrimination and be as independent as possible. SWAN Trustees and workforce are passionate and committed to the work that SWAN does recognising that 'everyone needs someone on their side'.

SWAN's Vision is:
'A world without discrimination, with true social justice, where people are treated as equals and have influence on the decisions that affect their lives'.



SWAN's Mission

SWAN operates in a competitive environment, delivering services to the most marginalised people in society and striving to ensure that access to rights operates on an equal basis. The people delivering SWAN services are passionate about their work and SWAN is an organisation that cares deeply about justice, fairness and independence.

SWAN's Mission is:
'To be a fair and inclusive employer, respected by all stakeholders for delivering high quality, person centred and innovate services that ensure equal access to rights'

What we do

Advocacy has its foundations in Human Rights, we support people to get the information they need to understand them. Everyone has the right ensure that their wishes are at the centre of decisions being made about them. Advocacy helps people to have their voices heard so that they can achieve the outcomes they want in their life. SWAN provides different types of advocacy to people in a variety of different situations and always seeks to enable as much independence as possible for every individual.

Victim of Crime Advocacy Service (VOCAS)

VOCAS provides enhanced adult advocacy alongside practical and emotional support to victims of crime and anti-social behaviour across Avon and Somerset. VOCAS empowers and enables individuals to cope and recover from their experience as a victim of crime. Some of the cases are complex with multiple issues to be addressed.

"A massive thanks…. You have both been amazing, always polite and always ready to speak to me when I needed you. I could not have done it without your help, and it really feels like your work is giving some of my life back"

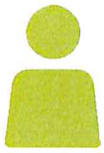
Client

Independent Mental Capacity Advocacy (IMCA)

Our IMCA service provides independent advocacy for people who are deemed to lack capacity and have no-one else to represent them in decisions being made about their life. This may include where they live, what medical treatment they receive, what care and support they need or as part of 'protective measures' to ensure they are safe form harm or neglect. IMCA advocates also work with people who are subject to a Deprivation of Liberty Order (DoLS)

Deprivation of Liberty Safeguards (DoLS)

Advocacy is provided for people who experience deprivations of liberty through their living accommodations and/or their care planning approaches. Advocates ensure that restrictions are necessary and proportionate, and that mental capacity and best interest decisions have been fairly made, or whether an application to the court of protection is necessary to challenge a decision. Some advocacy for DoLS is provided by IMCAs and some can be provided for by any paid or volunteer advocate who is appointed as the Paid Representative.



Professional

All your advocates that we have worked with provide excellent service. They are experienced, knowledgeable and dedicated to their clients. They are flexible when needed, approachable and easy to work with."

Independent Mental Health Advocacy (IMHA)

IMHAs have a regular presence on wards to support people at tribunals, appeals, care plan meetings and those on ward rounds who have been detained under a mental health section, a Community Treatment Order or Guardianship, an informal inpatient at a mental health hospital or a Carer of a qualifying patient. Advocates help people to access records and legal support; communicate with professionals and understand their rights in relation to their legal situation, their medication, and their right (or not) to temporarily or permanently leave the place of detention. IMHAs also facilitate 'Have your Say' meetings on wards to provide feedback on their experience and raise any issues to the ward.

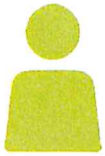
Independent Care Act Advocacy (ICAA)

The Care Act of 2014 ensures that people who have 'substantial difficulty' in understanding the Care Act processes and have no other appropriate person to support them is entitled to an independent advocate. 'Substantial difficulty' may be due to a learning disability or a physical or mental health condition. The aim is to ensure an individual's wishes are at the heart of the process and to enable them to be involved as fully as possible.

Independent Health Complaints Advocacy (IHCA)

This service is provided to anyone over the age of 18 who has a complaint about any NHS funded service within the previous year. We support people to consider the outcome they would like from making the complaint and we adapt the level of advocacy support required during the complaint process to suit the individual. SWAN provides a range of self-advocacy tools for people to pursue their own complaint if they feel able to do so. Health complaints can be long and complicated with many cases staying active for more than 12 months.

"I need to let you know that I am physically crying with relief. Today's meeting is astonishing for my brain(s). SWAN managed to filter through my garbled/chaotic way of trying to communicate and managed to --without exception-- capture EVERYTHING I am struggling with and put it in understandable concise form, without judgement, and secondly, my visitor (advocate) was the most decent, understanding, warm, validating human being I have ever met."



Client

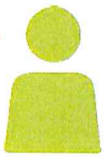
Community, Self or Generic Advocacy

Community advocates work with individuals who have difficulty being involved in decisions that affect them due to learning difficulties, physical or mental health issues, acquired brain injury and dementia. Advocates ensure that individuals are afforded fair and equal treatment through knowledge of all available options and access to relevant information and professional advice. This includes a wide variety of issues including benefits assessments, medical appointments, employment issues, gaining access to care and support, working with their care provider and making complaints. Other Community advocates work to promote and support self-advocacy within their localities for people with a range of disabilities, commonly shared experiences and concerns. This advocacy support is accessed through our Be Heard projects. (please see volunteering)

Non-instructed Advocacy

Non-instructed advocacy uses different approaches when an advocate is representing a person who is unable to instruct and/or consent to advocacy provision. The approaches used focus on all or some of the person's circumstances, for example, their unique needs and views or the appropriateness of their care or accommodation services or as part of formal
health and social care decision making to ensure the person's views are at the heart of these processes. Not all advocates will use non-instructed advocacy, but it is an important part of independent advocacy knowledge and non-instructed advocacy training is provided to all active advocates.

"Advocate helped me to have a better understanding of the client and they managed to open a line of communication that we were struggling with."



Client

Children and Young People's Advocacy (CYP)

CYP supports children and young people who are looked after, within child safety legislation or who are receiving health & social care services. SWAN does not hold a current CYP Service, but many advocacy instances occur where children and young people have a right to access advocacy in other situations. These include IMHAs who work with young people detained on ward and young people who are transitioning to adult social care services and have a right to access a Care Act Advocate. IMCAs may also work with young people aged 16yrs+ as Be Heard Community Advocates.

Swan Advocacy Network

Report of the Trustees
For the year ended 31 March 2024

Performance Report

Our Goals and Performance during 2023-2024

SWAN has developed the following strategic goals to further the charitable objects of the organisation and deliver its Vision and Mission.

1. Embed organisational resilience by generating financial and people capacity to increase its outcomes and impact
2. Enhance our profile, build our reputation and expand our geographical footprint in the South-West and nationally
3. Increase our influence, capacity and ability to act though the development of strategic alliances and partnerships

The achievement of the strategic goals will increase revenue, efficiencies, collaboration and advocacy awareness through a broader geographical footprint. Furthermore, it will encourage a healthy workforce through strong retention and cultural cohesion. The cultural foundations of SWAN are of vital importance and built on trust, accountability and personal responsibility which is a tangible thread through all that we do, underpinning relationships, decisions and behaviour.

Top Issues Supported



Rights under the Mental Capacity Act
Supporting people to be at the centres of decision-making processes



Rights under the Mental Health Act
Supporting people to be fully involved with and challenge their care and treatment



Access to Health and Social Care
Supporting applications for Needs and Care Assessments



Health and Social Care Complaints
Supporting people to use formal processes regarding their health or social care experience

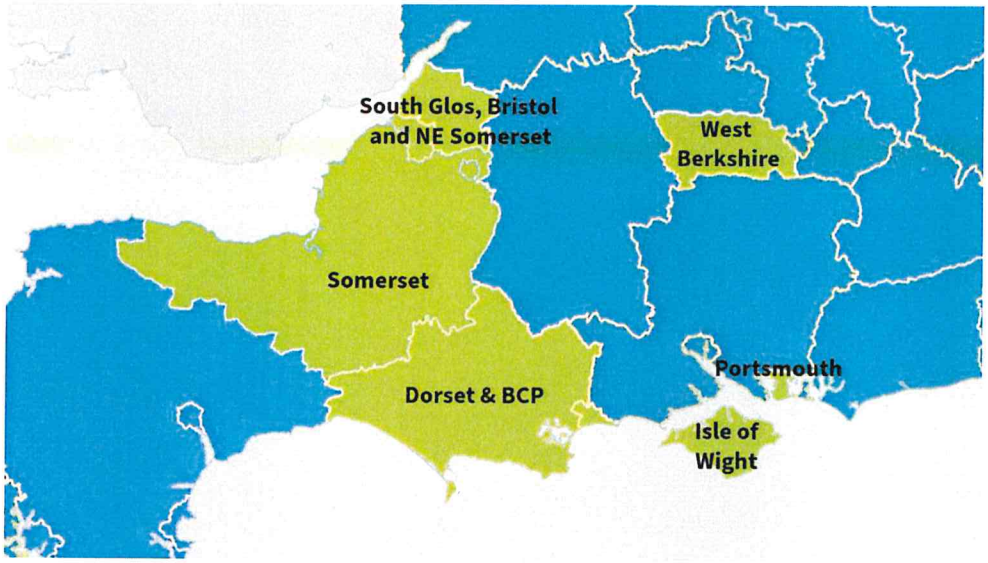


Parents Advocacy
Supporting parents with additional learning needs who are within children and family services

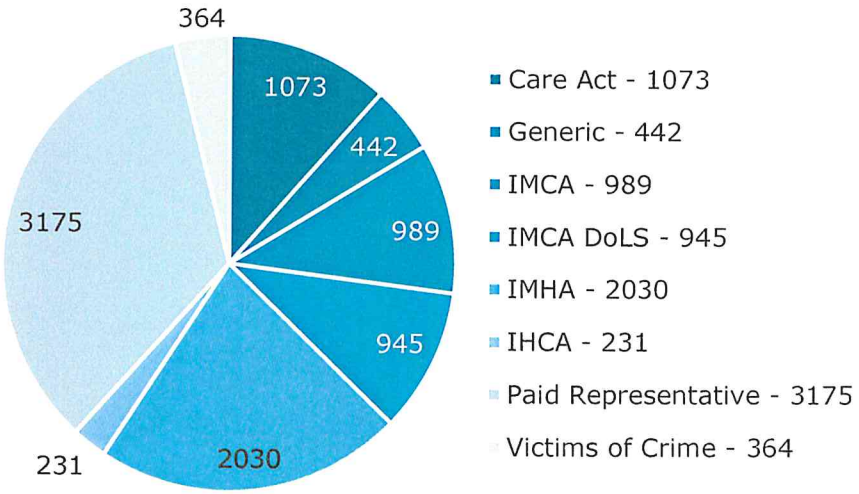
SWAN delivers advocacy in the South of England and in 2023-24 expanded its geographical footprint through the awarding of advocacy contracts in Dorset, Bournemouth, Christchurch and Poole, West Berkshire and Portsmouth. This adds to SWAN's existing portfolio of Somerset, North Somerset, South Gloucestershire, Bath and North East Somerset, Isle of Wight and Bristol. We aim for a local and responsive approach with hub and office spaces, working closely with Commissioners and tailoring the services to the individual requirements of the contracts.

Swan Advocacy Network

Report of the Trustees
For the year ended 31 March 2024



In working toward achieving the strategic goals during financial year 2023-24 SWAN held 9,249 active cases and received 6,517 referrals from partner organisations and self-referrals. During this time SWAN supported through the following themes:

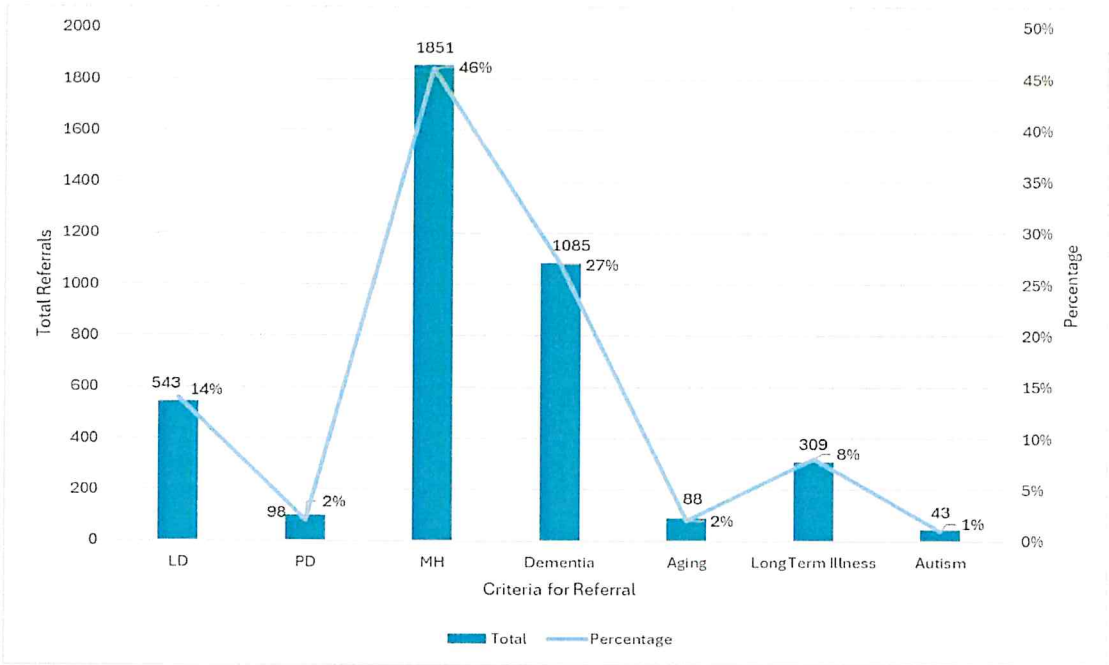


SWAN operates a 'no wrong door' ethos and individuals can access our services through a variety of means. Our Advocacy Support Team who receive referrals into SWAN are highly experienced in assessing eligibility and communicating with vulnerable people. They provide support to clients through first response advocacy, triage and expert sign-posting. During the financial year the team answered a total of 9,035 calls and spent the equivalent of 20 days, 8 hours and 52 minutes talking time with clients.

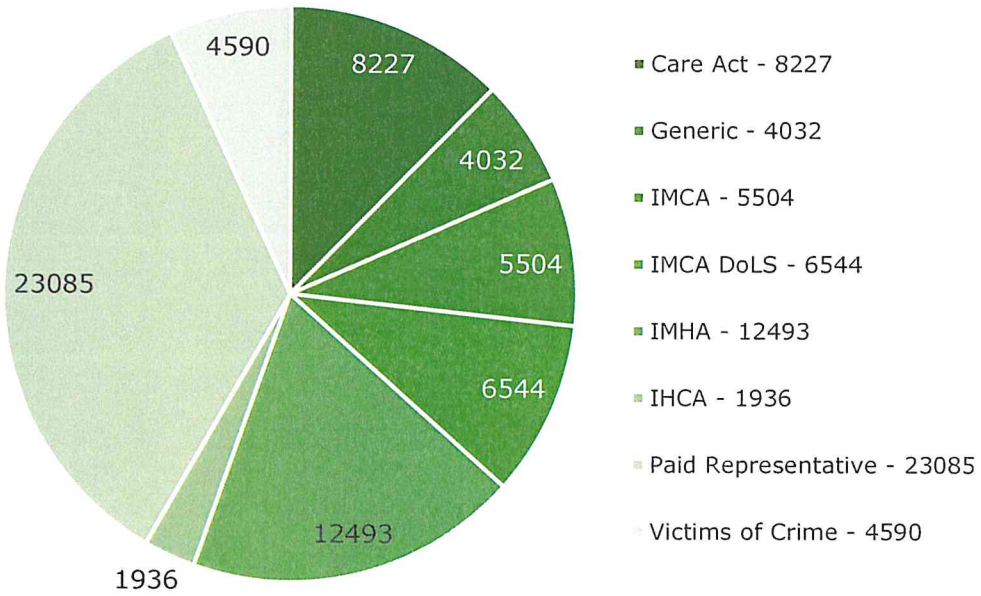
Swan Advocacy Network

Report of the Trustees
For the year ended 31 March 2024

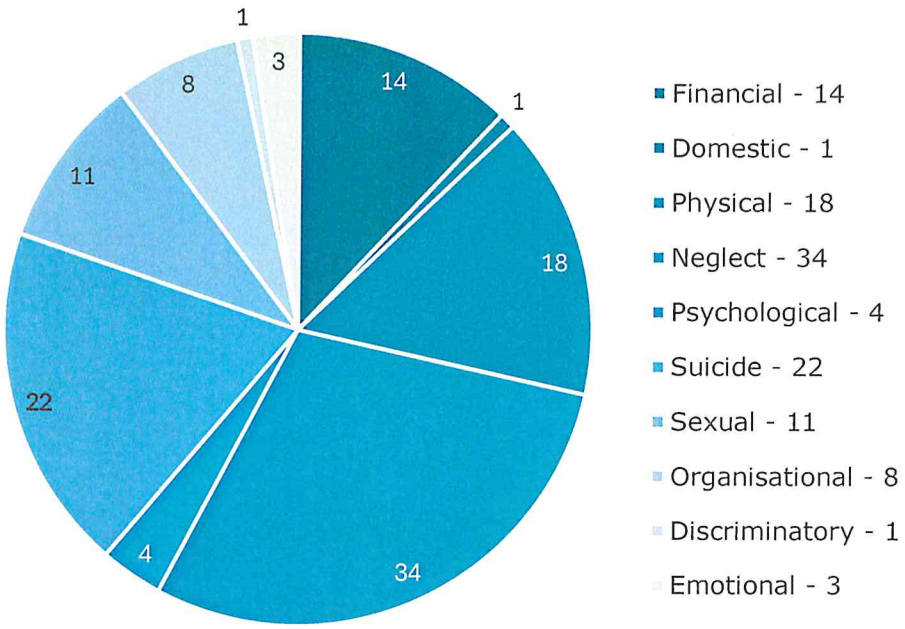
During 2023-2024 our largest number of referrals related to mental health, followed by dementia, as seen below:



SWAN spent a total of 61,824 hours on the different types of advocacy, categorised below:



Safeguarding our clients are an important part of our work and advocates remain vigilant in raising safeguarding alerts. During 2023-24 advocates raised 116 concerns in the following categories:



Pro-active Safeguarding

In March 2023 we attended the Somerset Council Safeguarding conference. We provided a workshop alongside other workshop providers to highlight the benefits and purpose of involving Independent Advocacy in safeguarding procedures. SWAN had an information stall throughout the day with information and guidance for professionals on making referrals, working with independent advocacy and the role of the independent advocate.

SWAN delivered a webinar at Stop Adult Abuse Week in November regarding the role of the advocate in safeguarding which focussed on a case study about self-neglect. Positive feedback was given from all who attended.

How SWAN lived its Values

Our Values are central to our approach and the work we do on a daily basis. We work hard to ensure that we demonstrate our commitment to them in all of our work:

Inclusivity – we work with people to find the best way to deliver advocacy to them and their communities. In 2023-2024 we delivered Be Heard Projects to support people who weren't entitled to statutory advocacy to develop self-advocacy skills and confidence.

Innovation – we are independent from other agencies meaning we can determine new ways to deliver advocacy in the way that people need it. During the reporting period we supported individuals to develop person directed Advocacy Plans and provided advocacy coaching sessions.



Impact – we find new ways to measure our impact and use that information to improve what we do and how we do it. During the financial year, in partnership with experts by experience to ensure accessibility, we launched our bespoke online client outcomes surveys for all contacts and projects.



Impartiality – In 2023-24 we continued efforts to ensure advocacy is accessible to everyone to ensure everyone can access social justice. This included prisoners, homeless people and those at risk of homelessness and individuals subject to hate crime.

Training and Education

SWAN's in house training continues to be an excellent resource ensuring that all advocates are appropriately trained in Independent Advocacy and receive regular workshops to upskill on all disciplines. During 2023-24 SWAN registered 23 members of staff to complete the Independent Advocacy Qualification and as of March 2024 75% of advocacy staff were qualified or qualifying. Furthermore, the whole workforce complete mandatory training in Safeguarding; GDPR; Health and Safety and Equality, Diversity and Inclusion.

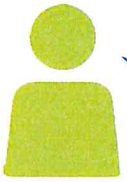
During 2023-24 SWAN welcomed Mental Capacity Act and other legal updates and training from Butlers LLP. External development for the workforce was also provided on a variety of topics including:

- Staff Autism Awareness delivered by an Expert by Experience
- Human Rights Training delivered by the British Institute of Human Rights
- IMHA for Children and Young People delivered by NYAS
- Trauma Informed Practice delivered by Change of Perspective
- Working with neurodiversity delivered by Neurobox

SWAN works in partnership with other organisations to provide valuable advocacy training and information. During 2023-24 SWAN were invited as a guest speaker at a variety of events including:

- Somerset Council Safeguarding Adults Board multidisciplinary conference
- Continuing Health Care conference – Somerset Council
- University of West England for social work students and trainee Best Interest Assessors

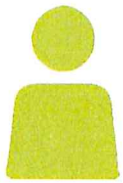
SWAN provided two 'Introduction to Advocacy' training sessions to Somerset Local Authority newly qualified social workers which was well received and attended. Social work students at Yeovil College received an introduction to Independent Advocacy teaching session from our Social Work Practice Assessor / Service Manager. SWAN also contributed the advocacy element for Adult Social Care online social care staff training for South Gloucestershire Council; Co-produced the Easy Read in-house Health and Safety training and provided 52 workshops to staff from multiple trainers, including Experts by Experience, to upskill the workforce.



"I've learned about advocacy and really making sure that the service users are able make their own decisions about their lives."

Social Work Student

"Having a member of staff from an advocacy service speak first hand to students provides insights that I cannot easily replicate as a social work lecturer... coming together as professionals with different backgrounds also helps students understand some of the challenges associated with multi-agency working and the unique role that independent advocacy plays in person centred planning."



Social Work Lecturer UWE

Volunteering

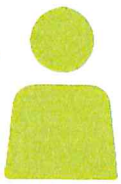
SWAN is complimented by our volunteers and experts by experience, who selflessly give their time to provide support to individuals and add value to our services. Our volunteers progress through a bespoke and dedicated volunteer induction and training programme and some volunteers go on to become paid members of staff. During 2023-24 SWAN recruited 17 volunteers and benefitted from 524 hours (excluding student placement hours) of volunteer advocacy.

Projects and placements that SWAN volunteers have contributed to include:

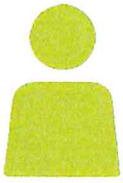
Be Heard Programmes

- Be Heard in Somerset which was held at the Recovery College was co-delivered by our volunteer peer advocacy coach and provided 40 hours of Be Heard workshops to people who have experienced mental ill health.
- Be Heard Autistic Adults included an Advisory Group of three Experts by Experience and two external professionals who met and discussed all aspects of the project from leaflet design to the lay out of the tool kits. The was delivered by six volunteers who supported 19 individuals with 103 hours of advocacy coaching

"We are delighted with the service you have been offering via the Be Heard project. The experts who have received support have given often glowing reviews."



Professional



Client

"I don't think you all quite understand what this service has done for me. I also don't think you will ever know just how much this has helped me change myself. I mention this because besides the issues I was facing this service has given me the room to work on myself and those I love the most. It's given me hope and a will to do some things to improve my life. It's just given my head some space. I will never be able to show you all the true extent to which this helped and best of all it still is."

Experts by experience are critical to ensure that the work we do is accessible. SWAN has created an advisory group of experts by experience in Somerset to aid us in co-producing aspects of our service. The group has four neurodiverse members, one member with a learning disability and one member with a physical disability. SWAN has also benefitted from the recruitment of a volunteer with a learning disability who supports our work creating accessible information for people with learning disabilities and helps us at the office, and a volunteer with autism to be an Advocacy Coach on the Autistic Adults project. They also provided Autism Awareness training to our staff.

Two volunteers progressed on to paid positions within SWAN, 1 of whom had been out of work since 2007, but volunteering gave her the confidence to look for full time paid employment again.

Partnership Working

Every Victim Matters

Stand Against Racism and Inequality (SARI)'s National Lottery funded Every Victim Matters (EVM) service continued this year. EVM is a hate crime awareness and support service in Somerset, North Somerset and Bath and North East Somerset (BaNES). Once again SARI partnered with SWAN and The Diversity Trust to deliver the hate crime awareness element.

In-person Empowerment sessions were delivered to North Somerset Disability Access Group and People First North Somerset's Speaking Up Group. At these sessions all attendees reported an increased understanding of hate crime, how to report it, and where to get further support.

"It's good to know help is out there, and how to access it"

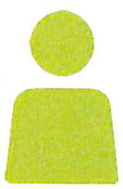
Member of North Somerset Disability Access Group

Online training was delivered to Alliance Homes and SWAN contributed to the 'Open Access' virtual sessions led by SARI with The Diversity Trust, the online Interfaith Round Table and an open access virtual Hate and Mate Crime session.

Autistic Adults Project

SWAN worked collaboratively with SASS (Somerset Autism Spectrum Service) to develop and deliver the Be Heard for Autistic Adults Project. SASS is a specialist multidisciplinary NHS team comprising of Psychology, Nursing, Occupational Therapy and Administration, Spark Somerset (an organisation that provides information, advice, training and support to Somerset's voluntary sector) and local autistic adults. Following this consultation SWAN was awarded funding to provide the Autism Advocacy pilot project. The relationship with SASS and Spark has been maintained and SWAN have become members of the original steering group responsible for creating the pilot proposal. From launch date on 1st September 2023, fifteen Autistic adults were referred into the service and six Volunteer Advocacy Coaches were recruited and trained, some of them also being Autistic and others having professional or personal experience of supporting Autistic adults.

"Many thanks for accepting my referrals, I'm not sure how us and our clients ever managed without this service!"



Professional



Professional

"My experience with the Be Heard Advocacy scheme has been brilliant thus far. After every referral, I receive a prompt email confirming the receipt of the referral. I have then been kept informed and up to date of any developments e.g., the person being allocated, and have been asked for advice regarding clients where necessary. It is great to be collaborating and sharing information in this way to support client outcomes. Very much appreciated, thank you for all your hard work!"

ARC England Training Partnership

SWAN has its own internal assessors and work in partnerships with ARC England Training Centre, to provide training for the Independent Advocacy Qualification. The partnership with ARC England is now established and all advocates requiring qualification are registered with them. Two qualified TAQA assessors from SWAN work closely with ARC England to directly provide assessor tasks for qualifying SWAN staff whilst under the guidance and requirements of the ARC England registered Training Centre.

SWAN is grateful to all its partners for the work we do together.

Legal Status and Charity Objectives

Swan Advocacy Network is a company limited by guarantee 06599429 incorporated on 21st May 2008 and registered as a charity 1125679 on 1st September 2008 with the legal framework set out in the governing documents, the Memorandum and Articles of Association. Prior to this, from 1999 Swan Advocacy operated as an unincorporated charity under the name of South Wiltshire Advocacy Network. For the purposes of the registered company and legal requirements, it is referred to as "Swan Advocacy", however the charity now trades as 'SWAN' (South West Advocacy Network).

Swan Advocacy Network

Report of the Trustees
For the year ended 31 March 2024

Objectives of the Charity

SWAN's objectives are expressed in the governing document, as follows:

The objects for which the Company is established are:

a) *the relief of those in need, by reason of youth, age, ill-health, disability, financial hardship, or other disadvantage in particular but not exclusively by the delivery of advocacy, money management and debt counselling.*

b) *the advancement of education in particular but not exclusively through the delivery of self-advocacy, training and end of life planning.*

c) *the advancement of human rights, conflict resolution or reconciliation or the promotion of religious or racial harmony or equality and diversity, in particular but not exclusively by the provision of statutory advocacy and victim support services.*

Primarily, but not solely, in counties across the South West of England or adjoining the South West.

Under Charities Act 2011, Public Benefit requirement, Trustees have a duty to report on how SWAN meets its charitable objectives for the public benefit. The strategic report provides information on how SWAN has achieved this primarily delivered through the provision of advocacy and during 2023/24 SWAN provided 59,754 advocacy hours and helped 6,264 individuals to have their voice heard.

Governance

The Trustee board is responsible for the governance of the Charity and ensuring that it delivers its objectives. Operational management is delegated by the Trustees to the Chief Executive who is accountable to the Board. The Trustees are also Directors of the company for the purpose of company law. All Trustees are appointed through a transparent recruitment and selection process and are elected to the Board at the annual AGM. The skills and experience required for the organisation is reviewed through annual board appraisals and in 2023 an external Governance Review against the Charity Code of Governance was commissioned. The review noted that SWAN has very recently transitioned from being a small charity to a larger one which creates certain challenges. The report stated that '*Despite the resourcing challenges, SWAN has made significant progress. It has many of the right mechanisms in place, in development, or planned*'.

During the reporting period, the Trustees met formally four times for Board meetings and held an AGM in November. The meetings were all in person at the Head Office in Taunton. The Chief Executive and the Director of Finance and Central Services attend all Board meetings and other members of the Senior Leadership Group attend as required. The Board held two further evaluation days, one in Taunton and one on the Isle of Wight where presentations and discussions with other members of the Senior Leadership Group take place. A full workforce event was held in December giving Trustees the opportunity to meet with the entire workforce.

Due to the size of the organisation and the Board, there are no sub-committees, and all information is discussed at Board level. This is kept under review as SWAN continues to grow. A Trustee Task and Finish Group with members from the Board is enacted when there are specific pieces of work to undertake. In April 2023 all Trustees completed Governance Training for Boards.

Risk Management

A comprehensive Board Assurance Framework and Strategic Risk Register is in place and is agreed on an annual basis. Trustees review the major risks to the organisation on a quarterly basis at Board meetings. Systems are in place to monitor, and control identified risks to mitigate the impact they may have on the Charity. The Senior Leadership Group review the operational and strategic risks on a systematic basis by way of standing agenda items to ensure that current and emerging risks are considered regularly and raised to the Board if required. The Governance review stated: '*The Business and Risk Assurance Framework is a set of robust decision-making processes that are subject to constant refinement*'.

In April 2022 SWAN was reaccredited for a further three years with the Advocacy Quality Performance Mark (AQPM), the only accreditation specifically aimed at Advocacy organisations. The organisation continues to monitor progress against the standards.

In September 2023 SWAN was awarded the Charity Excellence Framework Quality Mark, an annual accreditation process that compares organisational performance and governance with sector averages. We achieved an overall performance rate of 75%, an increase of 11% and 73% for governance, an increase of 8% on previous results. This continues to be a work in progress through ongoing Board and organisational development activities. SWAN partners with SSG Health and Safety advisers who conduct a comprehensive annual audit of the organisations Health and Safety policies, procedures and processes. The 2023-24 audit demonstrated that SWAN is compliant with no major issues and that minor areas for improvement are addressed.

Organisational structure and people

The operation of the organisation is delegated to a full-time Chief Executive who is supported by a Senior Leadership Group including Director of Business Development and Marketing and a Director of Finance and Central Support; two Head of Services who lead on day-to-day operations, a Volunteer Manager and a Training Manager. SWAN has a head office in Taunton and two hub offices, one in Bristol and one on the Isle of Wight. Since the awarding of the contract for Dorset, Bournemouth, Christchurch and Poole a new office will be opening in the Dorset area.

During 2023-24 SWAN employed on average 119 staff which equated to 81.5 full time positions and the work of the Charity has been enhanced by the recruitment of 17 volunteers. SWAN staff and volunteers have a wide array of skills and experiences, all advocates are either qualified or registered to complete the required level of training in Independent Advocacy.

SWAN continues to expand, and accredited management training is in place for all managers within the organisation. Between October 2023 and January 2024, 13 managers attended the Institute of Leadership bespoke and accredited 8-week managers programme, delivered by Access2hr. SWAN is committed to ensuring that all staff and managers have the skills required to enable them to thrive and enjoy their working life within the organisation.

As an organisation we are committed to Equality, Diversity and Inclusion (EDI). We have a Workforce EDI Group which includes a Trustee and workforce members from all delivery areas, representing all diversity streams. This year the group planned how we can better capture service demographics, worked to ensure our organisational strategy included specific EDI targets, consulted on relevant organisational policies and procedures including our Menopause Policy and identified and sourced specialist training. At the December 2023 workforce event, the workforce committed to developing Team Charters to focus on creating positive working relationships and supporting the introduction of new people into SWAN. This remains a living process.

Remuneration Policy for Staff

Employee salaries are set at a specific scale and level, which allows for progression in the role at a salary which is reflective of similar organisation's pay. An incremental rise is considered every April following the completion of a positive appraisal review. Any substantial changes to remuneration are agreed by the Board as required. An adjustment of 4% cost of living increase was made to the SWAN pay scales for 2023-24 and incremental rises were paid where eligible. SWAN staff pay is determined by the pay scale for all employees except for the Chief Executive whose pay is determined by the Board.

Responsibilities of the Board

SWAN Board of Trustees, who are directors of the company, work closely with the Chief Executive to set the strategic direction of the organisation. It is their responsibility to safeguard the assets of the Charity and ensure the financial statements comply with the relevant acts and legislation. Trustees volunteer their time, skills and expertise freely and receive no financial benefit from the charity, expenses that are incurred may be reclaimed and these are disclosed as required.

Company law requires that Trustees must not approve the financial statements unless they are satisfied that they give a 'true and fair' view of the income and expenditure and financial state of affairs of the Charity. The Trustees must keep proper accounting records that disclose the financial position of the charity with reasonable accuracy at any given time.

Public Benefit

The trustees consider that they have complied with their duty under the Charities Act 2011 to have regard to the public benefit guidance issued by the Charity Commission.

The advocacy services provided by Swan Advocacy directly benefit those in society who are at their most vulnerable, due to age, illness, disability, in poverty or are socially excluded or a situation that they find themselves in e.g. bereavement, victim of crime.

SWAN works within its charitable objectives to support people to have a voice, to uphold their rights, to prevent discrimination and to gain the support and care that they need and are entitled too as well as resolve complaints, concerns and difficulties. As well as our direct beneficiaries a wide range of others in society in general benefit, including those who come into contact with and care for our direct beneficiaries.

Often the role the advocate has undertaken will influence and change working practice with statutory or other care providers thus benefiting the wider society and communities we work in.

We work with our commissioners to identify gaps in provision and any barriers to people receiving the support and care they are entitled too. We believe that it is important to promote the benefits of non-statutory services with our commissioners, in terms of early intervention, preventative support and building personal and community resilience.

In addition to supporting clients to find resolutions to issues, clients tell us that receiving advocacy support enables them to feel more empowered, take control of their lives and the learning of self-advocacy skills and approaches assists them in their future lives.

Financial Review, Reserves and Investment Policy

Details of Swan Advocacy's activities in 2023/24 is shown in the statement of financial activities on page 21.

We continue to win new business and retain existing business by providing high quality, effective, efficient and value for money services.

The Board have examined the charity's requirement for reserves considering the main risks facing the organisation, such as cover of costs that might arise from sudden end of contract and to ensure sufficient cash flow to finance current operation. Our continual regular forecasting will ensure we monitor income, expenditure and our reserves to ensure we meet changing obligations.

Swan Advocacy holds cash in excess of working capital required within our CAF gold account. The amounts of interest earned during the year was £8,721 (2023 - £2,931). Our investment policy is such that we ensure that our excess working capital is available for use at all time

Trustees' Responsibilities

The trustees (who are also directors of Swan Advocacy Network for the purposes of company law) are responsible for preparing the Trustees' Report (incorporating the directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 income and expenditure, of the charitable company for that period.

In preparing those 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 United Kingdom accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable charity will continue in business.

The trustees are responsible for maintaining proper accounting records which 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 auditors are unaware; and
- the Trustees have taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Signed on behalf of the Trustees

Claire Tough
Chair of Trustees

21st November 2024

Alan Guyver
Treasurer

Swan Advocacy Network

Independent Auditors' Report to the Trustees of SWAN Advocacy Network For the year ended 31 March 2024

Opinion

We have audited the financial statements of Swan Advocacy Network ("the charitable company") for the year ended 31 March 2024 which comprise Statement of Financial Activities, the Balance Sheet, the 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 income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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 Swan Advocacy Network's ability to continue as a going concern for a period of at least 12 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 annual report, including the trustees' 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.

Independent Auditors' Report to the Trustees of SWAN Advocacy Network For the year ended 31 March 2024

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 Charities (Accounts and Reports) Regulations 2008 require 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;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made, or
- we have not received all the information and explanations we require for our audit;

Responsibilities of the Trustees

As explained more fully in the Trustees' Responsibilities, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they 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 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 company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

We have been appointed auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 is detailed below:

Identifying and assessing potential risks of material misstatement due to irregularities

We considered the following when identifying and assessing risks of material misstatement due to irregularities, including fraud and non-compliance with laws and regulations:

- the legal and regulatory framework in which the charitable company operates
- the sector in which the charitable company operates
- the control environment and controls established to mitigate such risks
- the results of our enquiries of management about their identification and assessment of risks of irregularities

- discussions with the audit engagement team about where fraud might occur
- the incentives for fraud.

Laws and regulations which are considered to be significant to the charitable company include those relating to the requirements of financial reporting framework FRS102, the Companies Act 2006, the Charities Act 2011, UK tax legislation, employment law and health and safety. In addition, we consider other laws and regulation which may not directly impact the financial statements but may impact on the operation of the charitable company.

As a result of these procedures we concluded, in accordance with International Auditing Standards, that a risk in relation to the potential for management override of controls existed.

Audit responses to risks identified

We undertook audit procedures to respond to the risks identified, and designed our audit testing to respond to these risks. The additional procedures we undertook included the following:

- gaining an understanding of the charitable company's procedures for ensuring compliance with laws and regulations
- testing the appropriateness of journal entries and other adjustments
- considering whether accounting estimates were indicative of potential bias
- considering whether any transactions arose outside the normal course of business
- making enquiries of management
- corroborating our enquiries through review of Board Minutes and correspondence.

We also communicated relevant laws and regulations and potential fraud risks to all engagement team members and remained alert to any indicators of fraud or non-compliance with laws and regulations throughout the audit.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities.

This description forms part of our auditor's report.

A C Mole LLP is eligible for appointment as auditor of the charitable company by virtue of its eligibly for appointment auditor of a company under section 1212 of the Companies Act 2006.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the 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.

ACMole LLP

A C Mole LLP
Chartered Accountants and Statutory Auditor
Stafford House
Blackbrook Park Avenue
Taunton
Somerset TA1 2PX

Date: 21st November 2024

Swan Advocacy Network

Statement of Financial Activities
(Incorporating the Income and Expenditure Account)
for the Year Ended 31 March 2024

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £	Total Funds 2023 £
Income from:					
Donations and legacies		155	-	155	42
Charitable activities:					
Revenue contracts and grants	3	2,639,616	23,465	2,663,081	1,863,063
Fee income		273,667	-	273,667	184,704
Investment income	2	8,721	-	8,721	2,931
Other income		12,021	-	12,021	1,875
Total income		**2,934,180**	**23,465**	**2,957,645**	**2,052,615**
Expenditure on:					
Charitable activities	4	2,783,541	23,465	2,807,006	2,009,347
Total expenditure		**2,783,541**	**23,465**	**2,807,006**	**2,009,347**
Net income and Net movement in funds		150,639	-	150,639	43,268
Reconciliation of funds					
Total funds at 1 April 2023		669,145	-	669,145	625,877
Total funds at 31 March 2024	10	**819,784**	**-**	**819,784**	**669,145**

All of the charity's operations are classed as continuing. The charity has no recognised surpluses or deficits other than the net income for the year. The movement on reserves is shown above.

The notes shown on pages 24 to 32 form part of these financial statements.

Swan Advocacy Network

Registered Company Number: 06599429

Balance Sheet
as at 31 March 2024

	Notes	31 March 2024		31 March 2023	
		£	£	£	£
Fixed Assets					
Tangible assets	6		20,860		16,226
Investments	7		1		1
			20,861		16,227
Current Assets					
Debtors	8	446,192		271,036	
Cash at bank and in hand		436,690		432,297	
		882,882		703,333	
Creditors					
Amounts falling due within one year	9	83,959		50,415	
		83,959		50,415	
Net Current Assets			798,923		652,918
Total Assets Less Current Liabilities			**819,784**		**669,145**
The Funds of the Charity:					
Unrestricted Funds	10		819,784		669,145
Total Charity Funds	10		**819,784**		**669,145**

These accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and with the Financial Reporting Standard 102.

The financial statements were approved by the Trustees and signed their behalf by:

Claire Tough
Chair of Trustees

Alan Guyver
Treasurer

Date: 21st November 2024

The notes shown on pages 24 to 32 form part of these financial statements.

Swan Advocacy Network

Statement of Cash Flows
for the Year Ended 31 March 2024

	Notes	31 March 2024 £	31 March 2023 £
Cash flows from operating activities			
Net cash provided by / (used in) operating activities	15a	20,032	(3,583)
Cash flows from investing activities			
Interest from investments		8,721	2,931
Purchase of equipment		(24,360)	(8,851)
Net cash (used in) investing activities		(15,639)	(5,920)
Change in cash in the reporting period		4,393	(9,503)
Cash at the beginning of the reporting period		432,297	441,800
Cash at the end of the reporting period	15b	436,690	432,297

The notes shown on pages 24 to 32 form part of these financial statements.

1. Accounting Policies

a. Accounting convention

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) (issued October 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102) and the Charities Act 2011. The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless stated otherwise within these notes.

b. Public benefit entity

Swan Advocacy meets the FRS102 definition of a public benefit entity.

c. Going concern

The financial statements have been prepared on a going concern basis as the trustees consider that the charity has adequate resources to continue in operational existence for the foreseeable future.

d. Income

i) Voluntary income

Voluntary income received by way of donations and gifts is included in full in the Statement of Financial Activities ("SOFA") when received.

ii) Revenue contracts and grants

Revenue grants are recognised in the period in which they are receivable. Contract income is recognised in the period in which it is receivable and when the contract service has been provided. Contract income received in advance is deferred.

e. Expenditure

The charity's cost of operating includes staff costs, rent and other related costs. Such costs are allocated between charitable activities, fundraising and support costs. All costs are accounted for on an accruals basis. Costs include attributable VAT which cannot be recovered.

Costs are allocated to different activities on the basis of staff time spent in each type of activity.

f. Pension costs

The charity contributes amounts between 3% and 6% of salary to individual personal pension arrangements for members of staff. The pension cost represents the employer contributions payable by the charity to these funds.

g. Tangible fixed assets

Fixed assets are capitalised and depreciated over their estimated useful lives. The rates applicable are as follows:

- Office Equipment 20% on cost
- Computer Equipment 33% on cost

Fixed assets are reviewed for impairment if evidence comes to light that the recoverable amount of a functional fixed asset is below its net book value.

h. Leases

Rentals payable under operating leases are taken to the statement of income and expenditure on a straight-line basis over the lease term.

1. Accounting Policies (Continued)

i. Funds

The charity maintains various types of funds as follows:

- Restricted funds are those which are used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.
- Unrestricted funds are funds which are expendable at the discretion of Trustees in furtherance of the objects of the charity.
- Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

j. Debtors

Debtors are measured at the amounts the charity anticipates it will receive from a debt. Prepayments are valued at the amount prepaid.

k. Cash at bank and in hand

Cash at bank and in hand includes cash and cash on deposit.

l. Creditors

Creditors are recognised when the charity has an obligation to transfer economic benefits to a third party. Creditors are usually recognised at their settlement amount or the amount received as an advance payment for goods or services it must provide.

m. 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.

n. Consolidated financial statements

The financial statements are single entity accounts. The charity is exempt from the requirement to prepare group accounts as the subsidiary company is currently dormant.

2. Investment Income

	Total 2024 £	Total 2023 £
Bank and other interest receivable	8,721	2,931

3. Income: Revenue Contracts and Grants

	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
Contracts	2,639,616	-	2,639,616	1,863,063
Grants	-	23,465	23,465	-
	2,639,616	23,465	2,663,081	1,863,063

4. Expenditure

	Staff Costs	Other Costs	Depreciation	Total 2024	Total 2023
	£	£	£	£	£
Charitable Activities	2,454,948	332,331	19,727	2,807,006	2,009,347
Total Expenditure	**2,454,948**	**332,331**	**19,727**	**2,807,006**	**2,009,347**

In 2023 the analysis was £1,729,984 staff costs, £268,792 other costs and £10,570 depreciation.

Expenditure is stated after charging:

	2024	2023
	£	£
Depreciation	19,727	10,570
Trustee indemnity insurance	527	475
Audit fee	5,640	6,300
Operating lease rentals - property	14,514	33,641

Staff costs:

	2024	2023
	£	£
Wages and salaries	1,974,428	1,424,368
Social security costs	152,165	112,802
Pension costs	101,853	73,198
Travel	123,085	67,874
Recruitment and training	87,354	51,742
Redundancy	16,063	-
	2,454,948	1,729,984

Analysis of governance and support costs

	Staff costs	Other costs	Governance	Total
	£	£	£	£
Wages and salaries	2,454,948	-	6,041	2,460,989
General office costs	-	340,377	-	340,377
External audit and accountancy fees	-	-	5,640	5,640
	2,454,948	340,377	11,681	2,807,006

The charity identifies the costs of its support function and governance.
Wages and salaries are allocated to specific activities on the basis of time.
General office costs are either allocated directly to specific activities or apportioned on the basis of time.
Support costs and governance activities are ultimately apportioned across the fundraising and publicity activities and charitable activities.

The key management personnel of the charity comprise the trustees, Chief Executive, Director of Operations, Director of Income Generation and Director of Finance and Central service. The total employee benefits of the key management personnel is £152,972 (2023: £149,561).

4. Expenditure (continued)

The average monthly number of employees (employee head count) during the period was 102 (2023: 76).

Employees are involved in advocacy work, management, administration and fundraising.

No employee earned more than £60,000 (2023: none).

In addition to the employed staff SWAN is dependent on volunteer advocates to provide its service during the year. Volunteers undertake a variety of roles within Swan Advocacy and contribute their time, skills and experience for the benefit of the organisation and its beneficiaries. Primarily volunteers are advocates supporting clients on a 121 basis to resolve their particular issues and ensure their rights are protected and their voices heard. Volunteers also undertake other tasks such as administration, marketing and fundraising. Volunteers add significant value to the services delivered by Swan and enrich the organisation through their diverse skills, experiences and interests.

No Trustee received any remuneration for services as a Trustee (2023: none). Travel and meeting expenses for 2 Trustees of £365 (2023: 2 Trustees - £561) were reimbursed during the year.

No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during this period (2023: none).

The charity paid pension contributions to a range of personal pension funds on behalf of staff members. All of these schemes are defined contribution schemes where both the employer and the employee make contributions. At the year end contributions of £24,276 (2023: £8,971) were unpaid.

The charity has total commitments under operating leases expiring as follows:

	Premises	
	2024	**2023**
Less than 1 year	£25,834	£11,000
1 to 5 years	£35,722	£18,333

5. Taxation

SWAN Advocacy Network is a registered charity and as such is not liable for taxation on any surplus from its charitable activities.

6. Fixed Assets

	Office Equipment £	Computer Equipment £	Total £
Cost			
At 1 April 2023	15,502	93,427	108,929
Additions	775	23,585	24,360
At 31 March 2024	16,277	117,012	133,289
Depreciation			
At 1 April 2023	12,842	79,861	92,703
Charge for year	1,101	18,625	19,726
At 31 March 2024	13,943	98,486	112,429
Net Book Value			
At 31 March 2024	2,334	18,526	20,860
At 31 March 2023	2,660	13,566	16,226

7. Investments

	2024	2023
	£	£
Investment in subsidiary	1	1
	1	1

The subsidiary company, Swan Training Services Limited, has never traded and is dormant.
It has assets of £1, being 1 £1 ordinary share.

8. Debtors

	2024	2023
	£	£
Trade debtors	436,207	263,347
Prepayments and accrued income	9,985	7,689
	446,192	271,036

9. Creditors: Amounts falling due within one year

	2024	2023
	£	£
Trade creditors	14,925	7,927
Other tax and social security costs (including pensions)	62,050	35,623
Accruals	6,984	6,865
	83,959	50,415

10. Description of Funds

	As at 1 April 2023 £	Income £	Expenditure £	Transfers £	As at 31 March 2024 £
Restricted Funds					
Autism Advoacy Project	-	23,465	(23,465)	-	-
Total Restricted Funds	-	23,465	(23,465)	-	-
Unrestricted Funds	669,145	2,934,180	(2,783,541)	-	819,784
Total Funds	669,145	2,957,645	(2,807,006)	-	819,784

Restricted Funds

Autism Advoacy project

SWAN received funding from the Open Mental Health Grant. This funded the Somerset Autism Advocacy project. This project provides a 1:1 advocacy provision to individuals with Autism using an empowerment and self-advocacy model.

Unrestricted Funds

The unrestricted funds comprises the accumulated surpluses and deficits which have neither been restricted by conditions imposed by donors, nor have been designated by the trustees for specific purposes.

11. Description of Funds - Comparative year ended 31 March 2023

	As at 1 April 2022 £	Income £	Expenditure £	Transfers £	As at 31 March 2023 £
Unrestricted Funds	625,877	2,052,615	(2,009,347)	-	669,145
Total Unrestricted Funds	625,877	2,052,615	(2,009,347)	-	669,145
Total Funds	625,877	2,052,615	(2,009,347)	-	669,145

Unrestricted Funds

The unrestricted funds comprises the accumulated surpluses and deficits which have neither been restricted by conditions imposed by donors, nor have been designated by the trustees for specific purposes.

12. Analysis of Net Assets between Funds

Fund balances as at 31 March 2024 are represented by:

	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Fixed Assets	20,861	-	20,861
Current Assets	882,882	-	882,882
Creditors: amounts falling due within one year	(83,959)	-	(83,959)
	819,784	-	819,784

Fund balances as at 31 March 2023 are represented by:

	Unrestricted Funds £	Restricted Funds £	Total 2023 £
Fixed Assets	16,227	-	16,227
Current Assets	703,333	-	703,333
Creditors: amounts falling due within one year	(50,415)	-	(50,415)
	669,145	-	669,145

13. Capital Commitments

The Charity had no capital commitments at 31 March 2024 (2023: Nil).

14. Statement of Financial Activities - Comparative year ended 31 March 2023

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
Income from:					
Donations and legacies		42	-	42	994
Charitable activities:					
Revenue contracts and grants		1,863,063	-	1,863,063	1,547,956
Fee income		184,704	-	184,704	186,933
Investment income		2,931	-	2,931	80
Other income		1,875	-	1,875	3,239
Total income		**2,052,615**	**-**	**2,052,615**	**1,739,202**
Expenditure on:					
Raising funds		-	-	-	903
Charitable activities		2,009,347	-	2,009,347	1,646,437
Total expenditure		**2,009,347**	**-**	**2,009,347**	**1,647,340**
Net income and Net movement in funds		43,268	-	43,268	91,862
Reconciliation of funds					
Total funds at 1 April 2022		625,877	-	625,877	534,015
Total funds at 31 March 2023		**669,145**	**-**	**669,145**	**625,877**

15. Notes to the cash flow statement

a. Reconciliation of net income to net cash flow from operating activities

	31 March 2024	31 March 2023
Net income for the reporting period as per the Statement of Financial Activities	150,639	43,268
Adjustments for:		
Depreciation	19,726	10,570
Interest from investments	(8,721)	(2,931)
(Increase) in debtors	(175,156)	(32,959)
Increase / (decrease) in creditors	33,544	(21,531)
Net cash provided by / (used in) operating activities	20,032	(3,583)

b. Reconciliation of net cashflow to movement in net funds

	31 March 2024	31 March 2023
Increase / (decrease) in cash in the period	4,393	(9,503)
Cash and cash equivalents at 1 April 2023	432,297	441,800
Cash and cash equivalents at 31 March 2024	436,690	432,297

c. Analysis of net funds

	Balance 1 April 2023	Cash flow	Balance 31 March 2024
Cash at bank and in hand	432,297	4,393	436,690
	432,297	4,393	436,690

SWAN ADVOCACY NETWORK

England & Wales - Charity number 1125679

Accounts



SWAN ADVOCACY NETWORK

TRUSTEES' REPORT & FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH 2023

Charity Number: 1125679

Registered Company Number: 06599429

SWAN ADVOCACY NETWORK

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For the year ended 31 March 2023

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Swan Advocacy Network

Report of the Trustees

The Trustees present their report and financial statements for year ended 31st March 2023.

Reference and Administrative Details

Charity Name	SWAN Advocacy Network	
Charity Number	1125679	
Company Registration Number	06599429	
Trustees	Ms Claire Tough	Chair
	Mr Alan Guyver	Treasurer
	Mr John Leyden	(resigned 19 May 2022)
	Mr Peter Harding	
	Mrs Lynda Corwin	
	Mr Povanen Veerappapillay	(appointed 24 November 2022)
	Mr Mahrus Jalil	(appointed 24 November 2022)
Chief Executive	Vikki Holloway	
Registered Office	Hi Point Thomas Street Taunton Somerset TA2 6HB	
Bankers	CAF Bank Limited 25 Kings Hill Avenue West Malling ME19 4JQ	
Auditors	A C Mole Chartered Accountants and Statutory Auditors Stafford House Blackbrook Park Avenue Taunton Somerset TA1 2PX	

Swan Advocacy Network

Report of the Trustees

Chair's Introduction to the Annual Report and Financial Statements 2023

Welcome to the SWAN Annual Report 2022-2023 and Financial Statement for the financial year ending on 31st March 2023.

During this past year we have experienced a number of successes, but I would like to begin this introduction by celebrating the exceptional team we have at SWAN and thanking everyone for their resilience in what have been very challenging times for us all.

I would like to thank Vikki, our dedicated CEO, as she has steered the organisation with the support of the Trustees and her senior team to push the boundaries and validate our services to ensure we are favourably placed to attract new business and broader contracts outside of our current area of operation. The environment continues to be very competitive, and technology brings competition closer still, but we continue to deliver high quality advocacy services.

Thanks also to our staff who work tirelessly to uphold people's rights, stakeholders and funders for their support and commitment and the generosity of our volunteers who continue to enrich the quality of the services we can provide.

The last 12 months, starting in April 2022, has been a period of consolidation and reflection, as we start to gear-up for future challenges. Gaining the Advocacy Quality Performance Mark (AQPM) and the Charity Excellence Framework Quality Mark has externally validated our approach to advocacy and the importance of delivering excellence; enabling us to also focus on strengthening the organisation.

We have also expanded our Board of trustees and welcomed 3 new members to our number ensuring we are diversifying and expanding our skills and expertise to become more strategic in our thinking and reflective of our client base. We have worked with the Senior Leadership Group to develop the new Corporate Strategy 2022-27 and undergone a self-assessment to strengthen our governance arrangements. We look forward to working together and supporting a full Board review in 2023.

Finally, I would like to thank my fellow trustees for their invaluable help and support and look forward to our combined endeavours to deliver new opportunities for SWAN in the future.



Claire Tough
Chair of Board of Trustees

Swan Advocacy Network

Report of the Trustees
For the year ended 31 March 2023

We believe that everyone has the right to be heard and respected, that everyone has the right to choice in decisions about them and that everyone has the right to be safe. Our core values of Inclusion, Impartiality, Impact and Innovation run through our Charity and are at the heart of everything we do. SWAN's Vision is to ensure that those who are most marginalised in society have influence on the decisions that affect their lives and to create a more just and equal society.

Objectives of the Charity

SWAN's objectives are expressed in the governing document, as follows:

The objects for which the Company is established are:

a) *the relief of those in need, by reason of youth, age, ill-health, disability, financial hardship, or other disadvantage in particular but not exclusively by the delivery of advocacy, money management and debt counselling.*

b) *the advancement of education in particular but not exclusively through the delivery of self-advocacy, training and end of life planning.*

c) *the advancement of human rights, conflict resolution or reconciliation or the promotion of religious or racial harmony or equality and diversity, in particular but not exclusively by the provision of statutory advocacy and victim support services.*

Primarily, but not solely, in counties across the South West of England or adjoining the South West.

The purpose of the organisation is primarily delivered through the provision of advocacy. During 2022/23 SWAN provided 32,452 advocacy hours and helped 4,190 individuals to have their voice heard, including:

- Independent Mental Capacity Advocacy (IMCA) which supports people who are deemed under the Mental Capacity Act to lack capacity for particular decisions.
- Independent NHS Complaints Advocacy (IHCA) that can support anyone with making a complaint about a health treatment that was funded by the NHS.
- Independent Mental Health Advocacy (IMHA) which mainly supports people who are sectioned under the Mental Health Act.
- Independent Care Act Advocacy (ICAA) which makes sure that the person's rights and wishes are properly respected, and they have a strong involvement in all decisions affecting them.
- Professional, non-statutory advocacy that falls outside of the statutory legislation framework.
- VOCAS provides an enhanced adult advocacy service along with practical and emotional support to victims of crime and anti-social behaviour (ASB).

Despite continued economic challenges and upheaval, SWAN has continued to deliver high quality services to all clients in need of advocacy. This year has been a time of consolidation and reflection on all that has been learned to ensure a progressive and sustainable future for the organisation. SWAN delivers statutory advocacy services throughout the South West of England including rural (Somerset and South Gloucestershire), city (Bristol) and island (Isle of Wight) contracts. Victims of Crime Advocacy is also delivered in city and rural locations. All require a local and responsive approach, and SWAN tailor the services to the individual requirements of the contracts.

Swan Advocacy Network

Report of the Trustees
For the year ended 31 March 2023

Governing Documents

Swan Advocacy is a company limited by guarantee and is governed by a Memorandum and Articles of Association that determine its legal framework. Prior to September 2008, Swan Advocacy was an unincorporated charity operating under the name South Wiltshire Advocacy Network. The work of this charity has since continued under the incorporated body. The company was incorporated on 21 May 2008 and registered as a charity on 1 September 2008. For the purposes of the registered company and legal requirements, it is referred to as "Swan Advocacy", however it now trades as 'SWAN' (South West Advocacy Network) and will be referred to as such in the remainder of this document.

Accreditation

In April 2022 we were reaccredited for a further three years with the Advocacy Quality Performance Mark (AQPM), the only accreditation specifically aimed at Advocacy organisations. The accreditation report highlighted our excellent approach to advocacy: '*It is clear that SWAN provides good quality, person-centred advocacy and that this is supported by sound policies and procedures and that these are in line with AQPM standards. We were delighted to hear stakeholders and those who had accessed the advocacy service, speak of confident advocates' strong independence and no fear in challenging the local authority or NHS. Advocates gave strong and robust examples of challenging decision makers, with no fear and lots of support to do so'.*

In September 2022 SWAN was also awarded the Charity Excellence Framework Quality Mark, an annual accreditation process that compares our organisational performance and governance with sector averages. We achieved an overall performance rate of 64% and 65% for governance and leadership and this continues to be a work in progress through ongoing Board and organisational development activities.

Responsibilities of the Board

SWAN Board of Trustees, who are directors of the company, work closely with the Chief Executive to set the strategic direction of the organisation. It is their responsibility to safeguard the assets of the Charity and ensure the financial statements comply with the relevant acts and legislation. Trustees must not approve the financial statements unless they are satisfied that they give a 'true and fair' view of the state of affairs of the Charity.

The Board meet regularly to consider organisational policies and risk and monitor any significant issues concerning the work of the Charity; four full board meetings took place during 2022/2023. Between Board meetings a further four Evaluation days took place; these meetings provide operational input from different business areas to allow Trustees to build relevant knowledge to aid strategic decision making. The Chair of the Board and Chief Executive met at intervals between Board meetings and the Treasurer and Director of Finance met on a quarterly basis to monitor financial performance at a detailed level. An external review of the Board was agreed at the February 2022 Board meeting and will be implemented in the next financial year.

Risk Management

A comprehensive Board Assurance Framework and Strategic Risk Register is in place and is agreed on an annual basis. Trustees review the major risks to the organisation on a quarterly basis at Board meetings. Systems are in place to monitor, and control identified risks to mitigate the impact they may have on the Charity. The Senior Leadership Group review the operational and strategic risks on a systematic basis by way of standing agenda items to ensure that current and emerging risks are considered regularly and raised to the Board if required.

Organisational structure

The operation of the organisation is delegated to a full-time Chief Executive who is supported by a Senior Leadership Group including Director of Business Development and Marketing and a Director of Finance and Central Support; two Head of Services who lead on day-to-day operations, a Volunteer Manager and a Training Manager. The operational area has a head office in Taunton and two hub offices, one in Bristol and one on the Isle of Wight.

Staffing

During 2022/23 SWAN employed on average 76 staff, equivalent to 49 full time positions and the work of the Charity has been enhanced by 12 volunteers. SWAN staff and volunteers have a wide array of skills and experiences, all advocates are either qualified or registered to complete the required level of training in Independent Advocacy. All supervisors and managers complete the ILM accredited programme which is bespoke to SWAN.

Remuneration Policy for Staff

Employee salaries are set at a specific scale and level which is reflective of similar organisations pay. An incremental rise is considered every April following the completion of a positive appraisal review. Any substantial changes to remuneration are agreed by the Board as required.

Review of Charity Activities

Purpose and Impact

The organisation was set up in 1999 as South-Wiltshire Advocacy Network, an independent advocacy charity working in Wiltshire. The charity has since evolved and grown to deliver services across the South West of England and beyond, providing a model of advocacy for the purposes of furthering the charity objects. Our Vision and Mission have recently been revisited as part of the 2022-2027 Strategy:

Our Vision:
'A world without discrimination, with true social justice, where people are treated as equals and have influence on decisions that affect their lives'

Our Mission:
'To be a fair and inclusive employer, respected by all stakeholders for delivery high quality, person centred and innovate services that ensure equal access to rights'

We have developed a model of advocacy which ensures everyone, including the most vulnerable members of our communities have the same rights and opportunities as their fellow citizens. Our services are free at the point of delivery, confidential and non-judgemental. We work with people from all walks of life and have supported thousands of the most disadvantaged and marginalised people to have their voices heard and their choices respected by those that are making decisions about their future.

Promotion of Advocacy

SWAN demonstrates below, some of the activities we undertake to promote advocacy and engage with professionals, individuals and communities to provide information on advocacy and build stakeholder relationships.

Promotion of Advocacy (continued)

In November 2022 SWAN attended The Carnival of Practice Event with 70 people attending from social work teams. This event was delivered in partnership with the MCA and DoLS Service Manager to increase knowledge and learning regarding responsibilities in respect of advocacy. The sessions included a guide to working with advocates and understanding the advocate's role. SWAN staff presented various aspects of advocacy with a short presentation explaining the different types of advocacy and videos of advocates explaining their role in the organisation. Two advocates also talked through case studies live at the event in Somerset.

In March 2022 we attended the Somerset Council Safeguarding conference where we had a stall throughout the day providing information and guidance for professionals on making referrals and working with independent advocacy. We provided a workshop highlighting the benefits and purpose of involving Independent Advocacy in safeguarding procedures.

VOCAS attended the Bristol Pride event in July 2022 which was a great opportunity to meet and introduce our service to 40+ other organisations that also attended. Volunteers helped with the stall, and we spoke with, and provided information to LGBTQ+, War Veterans, NHS, Big Issue and more, with the aim of increasing awareness and individuals and professionals ability to access the service.

Victim of Crime Advocacy Service (VOCAS)

VOCAS provides enhanced adult advocacy alongside practical and emotional support to victims of crime and anti-social behaviour across Avon and Somerset. VOCAS empowers and enables individuals to cope and recover from their experience as a victim of crime. The total number of referrals has reduced slightly but our number of ongoing cases increases year on year. This is due to the complexity of the cases and the multiple issues that need to be addressed for victims of crime. Some 29% of our referrals were self-referrals and 42% were from partner organisations who we welcome working with. A third of our cases, categorised under a variety of crime types involve domestic abuse.

Independent Mental Capacity Advocacy (IMCA)

Our IMCA service provides independent advocacy for people who are deemed to lack capacity and have no-one else to represent them in decisions being made about their life. This may include where they live, what medical treatment they receive, what care and support they need or as part of 'protective measures' to ensure they are safe form harm or neglect. IMCA advocates also work with people who are subject to a Deprivation of Liberty Order (DoLS) to ensure that restrictions are purely necessary, and that mental capacity and best interest decisions have been fairly made, or whether an application to the court of protection is necessary. During 2022/23 we supported 1,364 individuals providing 7,236 hours of Mental Capacity Advocacy, with 498 people subject to a DoLS.

Independent Mental Health Advocacy (IMHA)

IMHA supports people detained under a mental health section, a Community Treatment Order or Guardianship, an informal inpatient at a mental health hospital or a Carer of a qualifying patient. Advocates help people to understand their rights in relation to their legal situation, their medication, and their right (or not) to leave the place of detention, either permanently or temporarily. Advocates help individuals to communicate with professionals and raise their own issues or complaints and assist them to access health or local authority records and legal support. Advocates offer support at ward rounds, care plan meetings, appeals and tribunals. In the year we provided IMHA services throughout the operating areas and supported 1,124 individuals by providing 7,884 hours of Advocacy.

Independent Care Act Advocacy (ICAA)

Local Authorities have a legal responsibility under the Care Act of 2014 to arrange for an independent advocate to represent and support a person who has a 'substantial difficulty' in understanding the Care Act process & has no other appropriate person to support them. 'Substantial difficulty' may be as a result of a learning disability, or a physical or mental health condition. The aim is to enable people to be involved in the process and to be supported as fully as possible in understanding what is happening, why and what it may mean for them to ensure their wishes and feelings are at the heart of the process. During the year we provided 5,468 hours of Advocacy to 704 people.

Independent Health Complaints Advocacy (IHCA)

This service is provided to anyone over the age of 18 who has a complaint about any NHS funded service within the previous year. We support people to consider the outcome they would like from making the complaint and we adapt the level of advocacy support required during the complaint process to suit the person who is making the complaint. We also provide a range of self-advocacy tools for people to pursue their own complaint if they feel able to do so. Health complaints can be long and complicated with many cases staying active for more than 12 months. During the year we provided support to 282 individuals through 2,278 hours of support.

Community or Generic Advocacy

Community advocates work with individuals who have difficulties being involved in decisions that affect them due to learning difficulties, physical health or mental health issues, acquired brain injury and dementia, to be afforded fair and equal treatment through knowledge of all available options and access to relevant information and professional advice. Community advocates can support people with benefits assessments, medical appointments, employment issues, gaining access to care and support, working with their care provider and to have their views heard by others, including making complaints. Throughout Somerset and South Gloucestershire, we supported 400 individuals providing 3,500 hours of Community Advocacy during 2022/23.

Every Victim Matters

Funded by The National Lottery Fund since 2015, Stand Against Racism & Inequity (SARI)'s Every Victim Matters (EVM) project provides a specialist casework service for hate crime victims and delivers training, education and empowerment sessions to professionals and community groups in Bath & North East Somerset, North Somerset and Somerset. SARI provide the casework element, but commission specialist partners to support the delivery of the training element and to reach more LGBTQ+ and disabled people who face hate crime.

The Diversity Trust deliver the specialist LGBTQ+ element and in June 2020 SWAN became SARI's disability specialist partner. Each reporting year SWAN commits to delivering 7 Awareness Sessions (for professionals), 4 of which would be delivered with the other partners and 3 independently, and 3 Empowerment Sessions (for community groups) to be delivered independently. Our Director, Niki Westerling, continues to lead SWAN's EVM project.

During the reporting period SWAN:

- Delivered two in-person Empowerment Sessions in BaNES to SWALLOW's and one in North Somerset to People First's Men's Group
- Delivered in-person Awareness Sessions to Volunteer Advocates in Somerset and to Trauma Breakthrough in BaNES
- Contributed to the four 'Open Access' virtual sessions led by SARI with The Diversity Trust

We produced an Easy Read Evaluation Form for Empowerment session attendees with learning disabilities and are now working with the EVM partners to develop accessible course materials and Toolkits.

Volunteering

Growing the volunteer offer is a vital aspect of SWAN's 2022-27 Strategy as we recognise that volunteers bring skills, expertise, time, and passion to our cause. They can help us to diversify the thinking, skills and experiences that underpin our activities and connect that activity to the external world in a way that is real, meaningful, and informative. Volunteers bring their 'own' experience whilst engaging in their volunteering activities and in 2022 we have recruited a diverse range of volunteers who bring their unique perspectives and skills.

From our Board of Trustees to our Volunteer Advocates, we now have members who can identify with and reflect the diverse communities in which we deliver our services.

With the cost-of-living crisis impacting on people's availability to volunteer we have been keen to support volunteers looking to access paid employment to gain the skills and knowledge to do this successfully. Three of our volunteers have found paid employment within SWAN in this period.

Training

Following the restrictions of the pandemic the training department moved back into providing face to face training but retained some of the delivery methods initiated in 2021/2022. We have aimed to provide a blend of responsive and flexible training styles that can fit in with and complement the staff members working routines and levels of expertise. Our 5 key areas of training include:

- Mandatory training in Health and Safety, GDPR, Equality and Diversity, Safeguarding for Adults and Safeguarding for Children and Young People. Safeguarding Reporting and Suzy Lamplugh (Lone Worker) procedures have been delivered in-person by managers.

- External training accessed from stakeholder partners across all the contractual geographical areas for practising advocates' continuous professional development. External training assists team members to work within the finer details of more complex practice and to stay up to date with legislative changes and the possible impacts of such on their practice. This includes a variety of subjects such as domestic abuse, autism, mental health and ILM accredited training for managers.

- The Independent Advocacy Qualification delivered in partnership with Crescent Training Limited and ARC England where SWAN registered/qualified 25 new advocates during the reporting period. SWAN provides in house assessment for the City and Guilds level 3 diploma in Independent Advocacy and the newer level 4 in Independent Advocacy.

- Internal Workshops have been provided in-person or online in a deliberately flexible manner through regularly run workshops. This has afforded staff greater choice and opportunity to refresh their knowledge and skills and has provided speedier access to training for newer members of staff. The workshop structures are focussed on reviewing practice and any applicable legislation in 'real-time' with updates and developments for any discipline.

Furthermore, SWAN cements continuous professional development and reflective practices into everyday work and team members are encouraged to make their own links and subscriptions to access newsletters, training and bulletins from stakeholder and partners in health and social care and related fields. This has been a key focus in 2022/23, SWAN has worked hard to ensure that all team members have access to knowledge, accredited training and information to build on skills and knowledge so that all team members can achieve their goals and aspirations in advocacy practice.

Achievements

Equality, Diversity and Inclusion Workforce Group

SWAN launched its EDI group on 31 March 2022, and met 6 times in 2022-2023. This group, which includes workforce members from all levels representing all equality strands, consults on key policies, procedures and decisions related to equality issues within SWAN. The members are developing an organisational EDI Strategy with ambitious, but achievable, aims. The EDI Workforce Group also give us an opportunity to work with our current non-white, disabled and LBGT workforce, to learn how we can better support them, and ensure our workplace is open and inclusive.

Social Work Student Placements

Our Practice Educator supports social work students on placements at SWAN and has had great success during 2022-23. This provides SWAN with the opportunity to build professional relationships and create a real understanding of advocacy within other services. SWAN worked with two social work students during the reporting period and the first student completed her 100-day social work placement with SWAN in February 2023. During this time SWAN benefitted from 700+ hours of support. The student reported learning about the importance of including the person in assessments and in decision making; also, about working from a person centred and rights-based perspective. The second student started her 70-day placement in February 2023 and following this, the model will be integrated into other services.

Be Heard Programmes

SWAN delivers self-advocacy workshops throughout the delivery areas. The programmes are aimed at supporting individuals to gain the skills and confidence to advocate for themselves where possible. We have provided workshops on the Isle of Wight, in Somerset in partnership with the Recovery College and in South Gloucestershire. Some of these workshops are for public access and others have been designed for specific groups such as the Women's Institute, Healthwatch and Learning Disabilities Partnership.

Following a period of national restriction, organising in person workshops proved challenging at times, however, a consistent approach has enabled these workshops to successfully go ahead and provide benefit for all of those in attendance. Feedback has been heartening and a Be Heard client used the opportunity to gain the knowledge and confidence to join SWAN as a Volunteer Advocacy Coach. Using her unique skills as an Expert by Experience she helps SWAN to ensure that we are inclusive and offer the right level of support to those who have experienced periods of mental ill health.

Independent Health Complaints Advocacy

SWAN was successful in the bid for the Isle of Wight IHCA Service, and this launched in April 2022. It was a pleasure to mobilise this contract and integrate it into the services that SWAN already provides on the island.

Local Authority online training package

SWAN worked with a Local Authority to create an online training package aimed towards social work professionals, Social Care staff and related stakeholder partners. The subject matter was Safeguarding Adults and SWAN assisted with material regarding provision of advocacy, it's purposes and principles and the role of the Independent Advocacy in Safeguarding procedures.

Customer Satisfaction

SWAN works with a broad array of people and organisations, below is a selection of comments from stakeholders, staff and clients.

"I wanted to email to thank you so much for attending the inquest yesterday and for all the support you provided leading up to it. My family have told me numerous times since yesterday how wonderful you were and how much of a comfort it was to have you there. We are thrilled with the outcome; it doesn't change what happened but to hear she died due to neglect provided us with the clear final answer we needed." **IHCA Client**

From a patient: *"Thank you for helping me in there (a care review meeting). I wouldn't have found the words if it wasn't for you".* **IMHA Client**

"Just want to let you know my appeal was granted and the help and support what Sharon gave me was amazing, no way would I have won without her help and support she was amazing. The fact she was with me during the appeal supporting me was brilliant as I was so nervous. She went through a massive bundle of papers sorting them out etc... just brilliant. So a big thankyou to her and SWAN". **Generic Client**

"Volunteering as an Advocate helps me to enhance my own skills and prepare me for future careers. The team are very friendly and wlecoming and this makes you feel valued and confident". **Volunteer Advocate IoW**

"SWAN provided a valuable opportunity to work with victims of crime. I intend to be a detective after university, so doing my placement at SWAN allowed me to interact with people and see the criminal justice system from different perspectives." **Criminology Student, VOCAS**

"The induction programme was organised, engaging and well planned into stages. It provided a good overview of SWAN's history, culture and values and how my role fits into the organisation. I was able to quickly develop the skills and knowledge required to effectively carry out my role through the extensive training and supervision opportunities offered. A personalised approach was used from the start, staff appear to be valued and supported as individuals". **Advocate**

"I would like to say a big "THANK YOU" for your patience, your understanding and your concerns for the client. I can promise you every second has been appreciated in barrel loads. My total respect". **Professional**

Feedback from our Social Work Students

"The support and guidance I have received from my practice supervisor/educator has been incredible. She has always treated me as a colleague and has supported me with any obstacles I have faced throughout in a compassionate and caring manner. I will be very sad to leave the organisation, and I am very thankful to all of them for making my time in the organisation positive and meaningful. I wish all of them the very best for the future". **Student 1**

"The team demonstrates an open and safe environment to share best practice throughout the organisation, and everybody works hard within the team, always putting the client first, ensuring their views are heard, demonstrating what good practice looks like. I feel that any future students will be lucky to have the opportunity to learn from SWAN and to work alongside the team." **Student 2**

Public Benefit

The trustees consider that they have complied with their duty under the Charities Act 2011 to have regard to the public benefit guidance issued by the Charity Commission.

The advocacy services provided by Swan Advocacy directly benefit those in society who are at their most vulnerable, due to age, illness, disability, in poverty or are socially excluded or a situation that they find themselves in e.g. bereavement, victim of crime.

SWAN works within its charitable objectives to support people to have a voice, to uphold their rights, to prevent discrimination and to gain the support and care that they need and are entitled too as well as resolve complaints, concerns and difficulties. As well as our direct beneficiaries a wide range of others in society in general benefit, including those who come into contact with and care for our direct beneficiaries.

Often the role the advocate has undertaken will influence and change working practice with statutory or other care providers thus benefiting the wider society and communities we work in.

We work with our commissioners to identify gaps in provision and any barriers to people receiving the support and care they are entitled too. We believe that it is important to promote the benefits of non-statutory services with our commissioners, in terms of early intervention, preventative support and building personal and community resilience.

In addition to supporting clients to find resolutions to issues, clients tell us that receiving advocacy support enables them to feel more empowered, take control of their lives and the learning of self-advocacy skills and approaches assists them in their future lives.

Financial Review, Reserves and Investment Policy

Details of Swan Advocacy's activities in 2022/23 is shown in the statement of financial activities on page 16.

We continue to win new business and retain existing business by providing high quality, effective, efficient and value for money services.

The Board have examined the charity's requirement for reserves considering the main risks facing the organisation, such as cover of costs that might arise from sudden end of contract and to ensure sufficient cash flow to finance current operation. Our continual regular forecasting will ensure we monitor income, expenditure and our reserves to ensure we meet changing obligations.

Swan Advocacy holds cash in excess of working capital required within our CAF gold account. The amounts of interest earned during the year was £2,931 (2022 - £80). Our investment policy is such that we ensure that our excess working capital is available for use at all time

Future Plans

We believe the need for advocacy is important to protect and promote the rights of those least heard in society and our current services and future plans are to further our growth throughout England by building on the successes of 2022/23.

The challenges of recent years have provided the opportunity for us to think differently about what works and to become more creative with our ideas. By embracing new ways of working and being bold in our vision we aim to reach more people than we would have previously anticipated. We will work with clients and stakeholders to evaluate the current provision and co-produce new models of service delivery in readiness for contracts that are due for retender and ensure that we are well placed to bid for new services throughout the operating area. We also recognise that opportunities are often better sought collaboratively, and we will be pursing new partnerships with like-minded organisations to meet the needs of more people in a variety of different ways.

As we grow and become more geographically spread out and diverse, we will continue to develop and embed a healthy organisational culture; all managers will complete the ILM accredited management programme which is

Future Plans (continued)

bespoke to SWAN and delivered by our HR Partners, Access2hr. We have plans in place to ensure that the workforce continues to receive the best possible Independent Advocacy training through our new relationship with ARC England. Our SWAN Training Manager will continue to assess and train the workforce to ensure that SWAN is able to meet the requirements of the new Level 4 Independent Advocacy Qualification. To understand the impact of our services we will be developing more ways to assess our outcomes so that the services we deliver are informed by those that use them and for us to demonstrate the impact that our services have.

Trustees' Responsibilities

The trustees (who are also directors of Swan Advocacy Network for the purposes of company law) are responsible for preparing the Trustees' Report (incorporating the directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 income and expenditure, of the charitable company for that period.

In preparing those 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 United Kingdom accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable charity will continue in business.

The trustees are responsible for maintaining proper accounting records which 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 auditors are unaware; and
- the Trustees have taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Signed on behalf of the Trustees

Claire Tough, Chair

Alan Guyver, Treasurer

16/11/23

Independent Auditors' Report to the Trustees of SWAN Advocacy Network For the year ended 31 March 2023

Opinion

We have audited the financial statements of Swan Advocacy Network ("the charitable company") for the year ended 31 March 2023 which comprise Statement of Financial Activities, the Balance Sheet, the 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; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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 Swan Advocacy Network's ability to continue as a going concern for a period of at least 12 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 annual report, including the trustees' 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.

Independent Auditors' Report to the Trustees of SWAN Advocacy Network For the year ended 31 March 2023

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 Charities (Accounts and Reports) Regulations 2008 require 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;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made, or
- we have not received all the information and explanations we require for our audit;

Responsibilities of the Trustees

As explained more fully in the Trustees' Responsibilities Statement, set out on page 10, 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 they 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 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 company or to cease operations, or have no realistic alternative but to do so.

Auditors' 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 is detailed below:

Identifying and assessing potential risks of material misstatement due to irregularities

We considered the following when identifying and assessing risks of material misstatement due to irregularities, including fraud and non-compliance with laws and regulations:

- the legal and regulatory framework in which the charitable company operates
- the sector in which the charitable company operates
- the control environment and controls established to mitigate such risks
- the results of our enquiries of management about their identification and assessment of risks of irregularities
- discussions with the audit engagement team about where fraud might occur
- the incentives for fraud.

Independent Auditors Report to the Trustees of SWAN Advocacy Network For the year ended 31 March 2023

Laws and regulations which are considered to be significant to the charitable company include those relating to the requirements of financial reporting framework FRS102, the Companies Act 2006, the Charities Act 2011, UK tax legislation, employment law and health and safety. In addition, we consider other laws and regulation which may not directly impact the financial statements but may impact on the operation of the charitable company.

As a result of these procedures we concluded, in accordance with International Auditing Standards, that a risk in relation to the potential for management override of controls existed.

Audit responses to risks identified

We undertook audit procedures to respond to the risks identified, and designed our audit testing to respond to these risks. The additional procedures we undertook included the following:

- gaining an understanding of the charitable company's procedures for ensuring compliance with laws and regulations
- testing the appropriateness of journal entries and other adjustments
- considering whether accounting estimates were indicative of potential bias
- considering whether any transactions arose outside the normal course of business
- making enquiries of management
- corroborating our enquiries through review of Board Minutes and correspondence.

We also communicated relevant laws and regulations and potential fraud risks to all engagement team members and remained alert to any indicators of fraud or non-compliance with laws and regulations throughout the audit.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the 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.

ACMole

A C Mole Chartered Accountants and Statutory Auditor
Stafford House
Blackbrook Park Avenue
Taunton Somerset TA1 2PX

Date: 16th November 2023

Swan Advocacy Network

Statement of Financial Activities
(Incorporating the Income and Expenditure Account)
for the Year Ended 31 March 2023

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
Income from:					
Donations and legacies		42	-	42	994
Charitable activities:					
Revenue contracts and grants	3	1,863,063	-	1,863,063	1,547,956
Fee income		184,704	-	184,704	186,933
Investment income	2	2,931	-	2,931	80
Other income		1,875	-	1,875	3,239
Total income		**2,052,615**	**-**	**2,052,615**	**1,739,202**
Expenditure on:					
Raising funds	4	-	-	-	903
Charitable activities	4	2,009,347	-	2,009,347	1,646,437
Total expenditure		**2,009,347**	**-**	**2,009,347**	**1,647,340**
Net income and Net movement in funds		43,268	-	43,268	91,862
Reconciliation of funds					
Total funds at 1 April 2022		625,877	-	625,877	534,015
Total funds at 31 March 2023	10	**669,145**	**-**	**669,145**	**625,877**

All of the charity's operations are classed as continuing. The charity has no recognised surpluses or deficits other than the net income for the year. The movement on reserves is shown above.

The notes shown on pages 19 to 27 form part of these financial statements.

Swan Advocacy Network

Registered Company Number: 06599429

Balance Sheet
as at 31 March 2023

	Notes	31 March 2023		31 March 2022	
		£	£	£	£
Fixed Assets					
Tangible assets	6		16,226		17,945
Investments	7		1		1
			16,227		17,946
Current Assets					
Debtors	8	271,036		238,077	
Cash at bank and in hand		432,297		441,800	
		703,333		679,877	
Creditors					
Amounts falling due within one year	9	50,415		71,946	
		50,415		71,946	
Net Current Assets			652,918		607,931
Total Assets Less Current Liabilities			**669,145**		**625,877**
The Funds of the Charity:					
Unrestricted Funds	10		669,145		625,877
Total Charity Funds	10		**669,145**		**625,877**

These accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and with the Financial Reporting Standard 102.

The financial statements were approved by the Trustees and signed their behalf by:

Claire Tough
Chair of Trustees

Date: 16. NOV 2023.

Alan Guyver
Treasurer

16/11/23

The notes shown on pages 19 to 27 form part of these financial statements.

Swan Advocacy Network

Statement of Cash Flows
for the Year Ended 31 March 2023

	Notes	31 March 2023 £	31 March 2022 £
Cash flows from operating activities			
Net cash (used in) by operating activities	15a	(3,583)	(12,080)
Cash flows from investing activities			
Interest from investments		2,931	80
Purchase of equipment		(8,851)	(19,175)
Net cash (used in) investing activities		(5,920)	(19,095)
Change in cash in the reporting period		(9,503)	(31,175)
Cash at the beginning of the reporting period		441,800	472,975
Cash at the end of the reporting period	15b	432,297	441,800

The notes shown on pages 19 to 27 form part of these financial statements.

Notes to the Financial Statements for the Year Ended 31 March 2023

1. Accounting Policies

a. Accounting convention

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) (issued October 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102) and the Charities Act 2011. The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless stated otherwise within these notes.

b. Public benefit entity

Swan Advocacy meets the FRS102 definition of a public benefit entity.

c. Going concern

The financial statements have been prepared on a going concern basis as the trustees consider that the charity has adequate resources to continue in operational existence for the foreseeable future.

d. Income

i) Voluntary income

Voluntary income received by way of donations and gifts is included in full in the Statement of Financial Activities ("SOFA") when received.

ii) Revenue contracts and grants

Revenue grants are recognised in the period in which they are receivable. Contract income is recognised in the period in which it is receivable and when the contract service has been provided. Contract income received in advance is deferred.

e. Expenditure

The charity's cost of operating includes staff costs, rent and other related costs. Such costs are allocated between charitable activities, fundraising and support costs. All costs are accounted for on an accruals basis. Costs include attributable VAT which cannot be recovered.

Costs are allocated to different activities on the basis of staff time spent in each type of activity.

f. Pension costs

The charity contributes amounts between 3% and 6% of salary to individual personal pension arrangements for members of staff. The pension cost represents the employer contributions payable by the charity to these funds.

g. Tangible fixed assets

Fixed assets are capitalised and depreciated over their estimated useful lives. The rates applicable are as follows:

- Office Equipment 20% on cost
- Computer Equipment 33% on cost

Fixed assets are reviewed for impairment if evidence comes to light that the recoverable amount of a functional fixed asset is below its net book value.

h. Leases

Rentals payable under operating leases are taken to the statement of income and expenditure on a straight-line basis over the lease term.

1. Accounting Policies (Continued)

i. Funds
The charity maintains various types of funds as follows:

- Restricted funds are those which are used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.
- Unrestricted funds are funds which are expendable at the discretion of Trustees in furtherance of the objects of the charity.
- Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

j. Debtors
Debtors are measured at the amounts the charity anticipates it will receive from a debt. Prepayments are valued at the amount prepaid.

k. Cash at bank and in hand
Cash at bank and in hand includes cash and cash on deposit.

l. Creditors
Creditors are recognised when the charity has an obligation to transfer economic benefits to a third party. Creditors are usually recognised at their settlement amount or the amount received as an advance payment for goods or services it must provide.

m. 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.

n. Consolidated financial statements
The financial statements are single entity accounts. The charity is exempt from the requirement to prepare group accounts as the subsidiary company is currently dormant.

2. Investment Income

	Total 2023 £	Total 2022 £
Bank and other interest receivable	2,931	80

3. Income: Revenue Contracts and Grants

	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Contracts	1,863,063	-	1,863,063	1,448,061
Grants	-	-	-	99,895
	1,863,063	-	1,863,063	1,547,956

In 2022 contracts and grants of £99,895 were in Restricted Funds.

4. Expenditure

	Staff Costs	Other Costs	Depreciation	Total 2023	Total 2022
	£	£	£	£	£
Fundraising and Publicity	-	-	-	-	903
Charitable Activities	1,729,984	268,793	10,570	2,009,347	1,646,437
Total Expenditure	**1,729,984**	**268,793**	**10,570**	**2,009,347**	**1,647,340**

In 2022 the analysis was £1,378,647 staff costs, £256,678 other costs and £12,015 depreciation.

Expenditure is stated after charging:

	2023	2022
	£	£
Depreciation	10,570	12,015
Trustee indemnity insurance	475	461
Audit fee	6,300	6,300
Operating lease rentals - property	33,641	33,641

Staff costs:

	2023	2022
	£	£
Wages and salaries	1,424,368	1,111,731
Social security costs	112,802	79,217
Pension costs	73,198	52,307
Travel	67,874	44,514
Recruitment and training	51,742	67,091
Redundancy	-	23,787
	1,729,984	1,378,647

Analysis of governance and support costs

	Staff costs	Other costs	Governance	Total
	£	£	£	£
Wages and salaries	1,724,175	-	5,809	1,729,984
General office costs	-	273,063	-	273,063
External audit and accountancy fees	-	-	6,300	6,300
	1,724,175	273,063	12,109	2,009,347

The charity identifies the costs of its support function and governance.
Wages and salaries are allocated to specific activities on the basis of time.
General office costs are either allocated directly to specific activities or apportioned on the basis of time.
Support costs and governance activities are ultimately apportioned across the fundraising and publicity activities and charitable activities.

The key management personnel of the charity comprise the trustees, Chief Executive, Director of Operations, Director of Income Generation and Director of Finance and Central service. The total employee benefits of the key management personnel is £149,561 (2022: £164,137).

4. Expenditure (continued)

The average monthly number of employees (employee head count) during the period was 76 (2022: 64).

Employees are involved in advocacy work, management, administration and fundraising.

No employee earned more than £60,000 (2022: none).

In addition to the employed staff SWAN is dependent on volunteer advocates to provide its service during the year. Volunteers undertake a variety of roles within Swan Advocacy and contribute their time, skills and experience for the benefit of the organisation and its beneficiaries. Primarily volunteers are advocates supporting clients on a 121 basis to resolve their particular issues and ensure their rights are protected and their voices heard. Volunteers also undertake other tasks such as administration, marketing and fundraising. Volunteers add significant value to the services delivered by Swan and enrich the organisation through their diverse skills, experiences and interests.

No Trustee received any remuneration for services as a Trustee (2022: none). Travel and meeting expenses for 2 Trustees of £561 (2022: 3 Trustees - £741) were reimbursed during the year.

No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during this period (2022: none).

The charity paid pension contributions to a range of personal pension funds on behalf of staff members. All of these schemes are defined contribution schemes where both the employer and the employee make contributions. At the year end contributions of £8,971 (2022: £7,511) were unpaid.

The charity has total commitments under operating leases expiring as follows:

	Premises	
	2023	2022
Less than 1 year	£11,000	£11,000
1 to 5 years	£18,333	£29,333

5. Taxation

SWAN Advocacy Network is a registered charity and as such is not liable for taxation on any surplus from its charitable activities.

6. Fixed Assets

	Office Equipment £	Computer Equipment £	Total £
Cost			
At 1 April 2022	14,144	85,934	100,078
Additions	1,358	7,493	8,851
At 31 March 2023	15,502	93,427	108,929
Depreciation			
At 1 April 2022	11,516	70,617	82,133
Charge for year	1,326	9,244	10,570
At 31 March 2023	12,842	79,861	92,703
Net Book Value			
At 31 March 2023	2,660	13,566	16,226
At 31 March 2022	2,628	15,317	17,945

7. Investments

	2023	2022
	£	£
Investment in subsidiary	1	1
	1	1

The subsidiary company, Swan Training Services Limited, has never traded and is dormant.
It has assets of £1, being 1 £1 ordinary share.

8. Debtors

	2023	2022
	£	£
Trade debtors	263,347	225,826
Prepayments and accrued income	7,689	12,251
	271,036	238,077

9a. Creditors: Amounts falling due within one year

	Note	2023	2022
		£	£
Trade creditors		7,927	7,133
Other tax and social security costs (including pensions)		35,623	32,910
Accruals		6,865	6,403
Deferred income	9b	-	25,500
		50,415	71,946

9b. Deferred Income

	At 1 April 2022	Deferred in year	Released in year	At 31 March 2023
	£	£	£	£
Somerset Contract	25,500	-	(25,500)	-
	25,500	-	(25,500)	-

Contract income received in advance is deferred.

10. Description of Funds

	As at 1 April 2022 £	Income £	Expenditure £	Transfers £	As at 31 March 2023 £
Unrestricted Funds	625,877	2,052,615	(2,009,347)	-	669,145
Total Funds	625,877	2,052,615	(2,009,347)	-	669,145

Unrestricted Funds

The unrestricted funds comprises the accumulated surpluses and deficits which have neither been restricted by conditions imposed by donors, nor have been designated by the trustees for specific purposes.

11. Description of Funds - Comparative year ended 31 March 2022

	As at 1 April 2021 £	Income £	Expenditure £	Transfers £	As at 31 March 2022 £
Restricted Funds					
National Lottery Fund (LWAS)	1,572	99,895	(101,467)	-	-
Wiltshire Community Foundation (CMA)	4,855	-	(4,855)	-	-
Total Restricted Funds	6,427	99,895	(106,322)	-	-
Unrestricted Funds	527,588	1,639,307	(1,541,018)	-	625,877
Total Unrestricted Funds	527,588	1,639,307	(1,541,018)	-	625,877
Total Funds	534,015	1,739,202	(1,647,340)	-	625,877

Restricted Funds

The National Lottery Reaching Communities Fund – Living Well Advocacy Service

SWAN received funding from The National Lottery Reaching Communities funding programme. This will fund the "Living Well Advocacy Service" project, this project helped Swan extend and enhance its service to people with long term health conditions.

The grant will fully fund the project, including salaries costs as well as training, equipment and overheads.

Wiltshire Community Foundation – Community Money Advice

SWAN received funding from Wiltshire Community Foundations, Coronavirus Response & Recovery Grant. This partially funded a pilot of the Community Money Advice South Wiltshire project, the project provides free, non-judgemental support for people who are struggling with money or are in debt.

Unrestricted Funds

The unrestricted funds comprises the accumulated surpluses and deficits which have neither been restricted by conditions imposed by donors, nor have been designated by the trustees for specific purposes.

12. Analysis of Net Assets between Funds

Fund balances as at 31 March 2023 are represented by:

	Unrestricted Funds £	Restricted Funds £	Total 2023 £
Fixed Assets	16,227	-	16,227
Current Assets	703,333	-	703,333
Creditors: amounts falling due within one year	(50,415)	-	(50,415)
	669,145	-	669,145

Fund balances as at 31 March 2022 are represented by:

	Unrestricted Funds £	Restricted Funds £	Total 2022 £
Fixed Assets	17,946	-	17,946
Current Assets	679,877	-	679,877
Creditors: amounts falling due within one year	(71,946)	-	(71,946)
	625,877	-	625,877

13. Capital Commitments

The Charity had no capital commitments at 31 March 2023 (2022: Nil).

14. Statement of Financial Activities - Comparative year ended 31 March 2022

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
Income from:					
Donations and legacies		994	-	994	779
Charitable activities:					
Revenue contracts and grants		1,448,061	99,895	1,547,956	1,362,430
Fee income		186,933	-	186,933	162,678
Investment income		80	-	80	125
Other income		3,239	-	3,239	25,348
Total income		**1,639,307**	**99,895**	**1,739,202**	**1,551,360**
Expenditure on:					
Raising funds		903	-	903	551
Charitable activities		1,540,115	106,322	1,646,437	1,379,431
Total expenditure		**1,541,018**	**106,322**	**1,647,340**	**1,379,982**
Net income and Net movement in funds		98,289	(6,427)	91,862	171,378
Reconciliation of funds					
Total funds at 1 April 2021		527,588	6,427	534,015	362,637
Total funds at 31 March 2022		**625,877**	**-**	**625,877**	**534,015**

15. Notes to the cash flow statement

a. Reconciliation of net income to net cash flow from operating activities

	31 March 2023	31 March 2022
Net income for the reporting period as per the Statement of Financial Activities	43,268	91,862
Adjustments for:		
Depreciation	10,570	12,015
Interest from investments	(2,931)	(80)
(Increase) in debtors	(32,959)	(123,689)
(Decrease) / Increase in creditors	(21,531)	7,812
Net cash (used in) by operating activities	(3,583)	(12,080)

b. Reconciliation of net cashflow to movement in net funds

	31 March 2023	31 March 2022
(Decrease) in cash in the period	(9,503)	(31,175)
Cash and cash equivalents at 1 April 2022	441,800	472,975
Cash and cash equivalents at 31 March 2023	432,297	441,800

c. Analysis of net funds

	Balance 1 April 2022	Cash flow	Balance 31 March 2023
Cash at bank and in hand	441,800	(9,503)	432,297
	441,800	(9,503)	432,297

SWAN ADVOCACY NETWORK

England & Wales - Charity number 1125679

Accounts



SWAN ADVOCACY NETWORK

TRUSTEES' REPORT & FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31st MARCH 2022

Charity Number: 1125679

Registered Company Number: 06599429

SWAN ADVOCACY NETWORK

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Swan Advocacy Network

Report of the Trustees

The Trustees present their report and financial statements for year ended 31st March 2022.

Reference and Administrative Details

Charity Name	SWAN Advocacy Network	
Charity Number	1125679	
Company Registration Number	06599429	
Trustees	Ms Claire Tough	Chair
	Mr Alan Guyver	Treasurer
	Mr Ken Howard	(resigned 24 November 2021)
	Mr Peter Curbishley	(resigned 24 November 2021)
	Mr John Leyden	
	Mr Peter Harding	
	Mrs Lynda Corwin	
Chief Executive	Vikki Holloway	
Registered Office	Hi Point Thomas Street Taunton Somerset TA2 6HB	
Bankers	CAF Bank Limited 25 Kings Hill Avenue West Malling ME19 4JQ	
Auditors	A C Mole Chartered Accountants and Statutory Auditors Stafford House Blackbrook Park Avenue Taunton Somerset TA1 2PX	

Swan Advocacy Network

Report of the Trustees

Chair's Introduction to the Annual Report and Financial Statements 2022

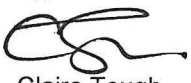
I have great pleasure in introducing the Annual Report and Financial Statement for the financial year ending on 31st March 2022.

This is my first year as Chair of the Board of Trustees and I am pleased to report SWAN has had another exceptional year. We have all faced personal and organisational challenges this year; post-COVID and wider economic changes. However, as you will see from this report SWAN has responded positively with incredible commitment to remain agile and focussed to deliver exemplary services to our clients. This could not have been done without the commitment of our dedicated Chief Executive, Senior Leadership Group, Staff and Volunteers who have gone above and beyond to secure a future for SWAN in an increasingly competitive environment.

The availability of larger local authority contracts will remain a challenge for us into the future due to local government reorganisation and greater mobility of larger advocacy providers. Despite this, we have successfully secured several new contracts on the Isle of Wight and in Bristol and looked outside our usual service model to provide a successful self-advocacy programme. We have also raised our profile locally and nationally, working with partners and policy makers to ensure human rights are upheld for vulnerable people.

As a Board we have undergone a programme of review to strengthen our governance arrangements and activity to ensure our business is stronger and fit for the future. We have been undergoing active recruitment to increase our Board diversity and effectiveness and look forward to welcoming new Trustees in 2022.

I would like to thank our stakeholders and funders for their support and commitment and the generosity of our volunteers who enrich the quality of the services we are able to provide. Lastly, I would also like to thank my fellow trustees for their invaluable help and support and look forward to our combined endeavours to deliver new opportunities for SWAN in the future.



Claire Tough
Chair of Board of Trustees

Swan Advocacy Network

Report of the Trustees
For the year ended 31st March 2022

SWAN's vision is to provide high quality, independent advocacy to the most marginalised people in society. We believe that everyone has the right to be heard and respected, that everyone has the right to choice in decisions about them and that everyone has the right to be safe. Our core values of independence, empowerment and inclusion run through our Charity and are at the heart of everything we do.

Objectives of the Charity

SWAN Trustees reviewed and updated the Charity objectives in 2021 to ensure they are reflective of SWANs operations and ambitions. They are updated with the Charity Commission and expressed in the governing document, as follows:

The objects for which the Company is established are:

a) *the relief of those in need, by reason of youth, age, ill-health, disability, financial hardship, or other disadvantage in particular but not exclusively by the delivery of advocacy, money management and debt counselling.*

b) *the advancement of education in particular but not exclusively through the delivery of self-advocacy, training and end of life planning.*

c) *the advancement of human rights, conflict resolution or reconciliation or the promotion of religious or racial harmony or equality and diversity, in particular but not exclusively by the provision of statutory advocacy and victim support services.*

Primarily, but not solely, in counties across the South West of England or adjoining the South West.

The purpose of the organisation is primarily delivered through the provision of advocacy. During 2021/22 SWAN provided 31,791 advocacy hours and helped 4,318 individuals to have their voice heard, including:

- Independent Mental Capacity Advocacy (IMCA) which supports people who are deemed under the Mental Capacity Act to lack capacity for particular decisions.
- Independent NHS Complaints Advocacy (IHCA) that can support anyone with making a complaint about a health treatment that was funded by the NHS
- Independent Mental Health Advocacy (IMHA) which mainly supports people who are sectioned under the Mental Health Act.
- Independent Care Act Advocacy (ICAA) which makes sure that the person's rights and wishes are properly respected, and they have a strong involvement in all decisions affecting them.
- Professional, non-statutory advocacy that falls outside of the statutory legislation framework
- Advocacy for people with long term health conditions to have their voice and wishes heard by developing a Living Well Plan
- VOCAS provides an enhanced adult advocacy service along with practical and emotional support to victims of crime and anti-social behaviour (ASB)

Despite the pandemic and economic disruption, SWAN has continued to deliver high quality services to all clients in need of advocacy. As individuals and as an organisation, 2021/22 has been sobering and challenging. It has also however, provided a platform for growth and transformation on many levels and SWAN has, in a short timescale been able to achieve more than could have been anticipated.

Swan Advocacy Network

Report of the Trustees
For the year ended 31st March 2022

Governing Documents

SWAN is a company limited by guarantee and is governed by a Memorandum and Articles of Association that determine its legal framework. The company was incorporated on 21 May 2008 and registered as a charity on 1 September 2008. Throughout this report the company is referred to as "Swan Advocacy". Prior to September 2008, Swan Advocacy was an unincorporated charity operating under the name South Wiltshire Advocacy Network. The work of this charity has since continued under the incorporated body.

Responsibilities of the Board

SWAN Board of Trustees, who are directors of the company, set the strategic direction of the organisation. It is their responsibility to safeguard the assets of the Charity and ensure the financial statements comply with the relevant acts and legislation. Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity.

The Board meet regularly to consider organisational policies, risk and monitor significant issues concerning the work of the Charity. Four full board meetings took place during 2021/22. The Chair of the Board and Chief Executive Officer met on a regular basis between Board meetings and the Treasurer and Director of Finance met on a quarterly basis to monitor financial performance at a detailed level.

Risk Management

A comprehensive Board Assurance Framework and Strategic Risk Register is in place and is agreed on an annual basis. Trustees review the major risks to the organisation on a quarterly basis at Board meetings. Systems are in place to monitor and control identified risks to mitigate the impact they may have on the Charity. The Senior Leadership Group review the operational and strategic risks on a systematic basis by way of standing agenda items to ensure that current and emerging risks are considered regularly and raised to the Board if required.

Organisational structure

The operation of the organisation is delegated to a full-time Chief Executive who is supported by a Senior Leadership Group including Director of Business Development and Marketing and a Director of Finance and Central Support; two Head of Services who lead on day to day operations, a Volunteer Manager and a Training Manager. The operational area has a head office in Taunton and two hub offices, one in Bristol and one on the Isle of Wight.

Staffing

During 2021/22 SWAN employed on average 64 staff, equivalent to 40 full time positions and the work of the Charity has been enhanced by 17 volunteers. SWAN staff and volunteers have a wide array of skills and experience and all complete the required level of training in Independent Advocacy.

Remuneration Policy for Staff

Employee salaries including the senior team is set at a specific scale and level which is reflective of similar organisations pay. An incremental rise is considered every April following the completion of a positive appraisal review. Any substantial changes to remuneration are agreed by the Board as required.

Swan Advocacy Network

Report of the Trustees
For the year ended 31st March 2022

Review of Charity Activities

Purpose and Impact

The organisation was set up in 1999 as South-Wiltshire Advocacy Network, an independent advocacy charity working in Wiltshire. The charity has since evolved and grown to deliver services across the South West of England and beyond providing a model of advocacy for the purposes of furthering the charity objects. Our Vision is for everyone to have access to high quality, independent advocacy; our Purpose is to support and empower people to have a voice and our Mission is to be a high quality, influential advocacy provider and model of best practice. We have developed a model of advocacy which ensues everyone, including the most vulnerable members of our communities have the same rights and opportunities as their fellow citizens. Our services are free at the point of delivery, confidential and non-judgemental. We work with people from all walks of life and have supported thousands of the most disadvantaged and marginalised people to have their voices heard and their choices respected by those that are making decisions about their future.

Victim of Crime Advocacy Service (VOCAS)

VOCAS provides enhanced adult advocacy alongside practical and emotional support to victims of crime and anti-social behaviour across Avon and Somerset. VOCAS empowers and enables individuals to cope and recover from their experience as a victim of crime. Victim Advocates speak up for people who, for whatever reason, feel unable to do so for themselves. Over 35% of referrals to the service are self-referrals and two thirds of our cases support people with mental health issues. We deal with referrals for violence against the person and anti-social behaviour as the most common issues reported.

Independent Mental Capacity Advocacy (IMCA)

Our IMCA service provides independent advocacy for people who are deemed to lack capacity and have no-one else to support or represent them in decisions being made about their life. This may include where they live, what medical treatment they receive, what care and support they need or as part of 'protective measures' to ensure they are safe form harm or neglect. IMCA advocates also work with people who are subject to a Deprivation of Liberty Order (DoLS) to ensure that restrictions are purely necessary, and that mental capacity and best interest decisions have been fairly made, or whether an application to the court of protection is necessary. During 2021/22 we delivered IMCA services throughout the South West and supported 545 individuals providing 3,295 hours of Mental Capacity Advocacy and with 1,664 people subject to a DoLS, providing 13,202 hours of Advocacy.

Independent Mental Health Advocacy (IMHA)

IMHA supports people detained under a mental health section, a Community Treatment Order or Guardianship, an informal inpatient at a mental health hospital or a Carer of a qualifying patient. Advocates help people to understand their rights in relation to their legal situation, their medication, and their right (or not) to leave the place of detention, either permanently or temporarily. Advocates help individuals to communicate with professionals and raise their own issues or complaints and assist them to access health or local authority records and legal support. Advocates offer support at ward rounds, care plan meetings, appeals and tribunals. In the year we provided IMHA services throughout the operating areas and supported 721 individuals by providing 4,566 hours of Advocacy.

Independent Care Act Advocacy (ICAA) (continued)

Local Authorities have a legal responsibility under the Care Act of 2014 to arrange for an independent advocate to represent and support a person who has a 'substantial difficulty' in understanding the Care Act process & has no other appropriate person to support them. 'Substantial difficulty' may be as a result of a learning disability, or a physical or mental health condition. The aim is to enable people to be involved in the relevant Care Act process and to be supported as fully as possible in understanding what is happening, why and what it may mean for them, with their wishes and feelings are at the heart of the process. During the year we provided 4,596 hours of Advocacy to 661 people.

Independent Health Complaints Advocacy (IHCA)

This service is provided to anyone over the age of 18 who has a complaint about any NHS funded service within the previous year. We support people to consider the outcome they would like from making the complaint and we adapt the level of advocacy support required during the complaint process to suit the person who is making the complaint. We also provide a range of self-advocacy tools for people to pursue their own complaint if they feel able to do so. Health complaints can be long and complicated with many cases staying active for more than 12 months. During the year we provided support to 223 individuals through 1,801 hours of support, despite the NHS complaints process being on hold at times during the pandemic.

Community or Generic Advocacy

Community advocates work with individuals who have difficulties being involved in decisions that affect them due to learning difficulties, physical health or mental health issues, acquired brain injury and dementia, to be afforded fair and equal treatment through knowledge of all available options and access to relevant information and professional advice. Community advocates can support people with benefits assessments, medical appointments, employment issues, gaining access to care and support, working with their care provider and to have their views heard by others, including making complaints. Throughout Somerset and South Gloucestershire we supported 451 individuals providing 3,401 hours of Community Advocacy during 2021/22.

Living Well Advocacy Service

The Living Well Advocacy Service entered its final year of delivery, working with people affected by dementia, sensory impairments, ageing, MS, Parkinson's, physical disabilities, brain injuries, mental health issues, autism, learning disabilities, cancer, stroke. The service was delivered by a team of staff and volunteers. Over the life of the project the team supported 230 people to develop a Living Well Plan. The value of the plan to clients, their families and the people that support them was evident through the feedback received.

Achievements

In 2021 we were awarded the Statutory Advocacy Service for Vulnerable Adults on the Isle of Wight. This service delivers IMCA, IMCA DOLS, Paid Rep, IMHA and Care Act Advocacy. During mobilization we established our new office base at the Riverside Centre in Newport. We recruited a new team of advocates, who live and work on the island. More recently SWAN was successful in winning the Isle of Wight Independent Health Complaints Advocacy Service and this launched in April 2022.

SWAN were awarded a new contract in Bristol to provide IMCA, IMHA and Inpatient Advocacy which was launched January 2021. This is in addition to the ICAA advocacy we have delivered in the city since 2020. We committed to providing exceptional social value in Bristol and work is well underway to deliver on this, including

Achievements (continued)

providing an advocacy drop-in for people who use inHope's Wild Goose service and to developing a self-advocacy programme for people with Autism.

Following engagement with the Leaders in Advocacy network, SWAN sat in an advisory capacity for the NICE Guidelines for 1) Adult Advocacy Services and for the Guidelines for 2) Social Work for Adults with Complex Needs. SWAN is now consistently engaged with national decision makers, providing a view on national policy making including contribution to a wider sector response for the Mental Health Act consultation and the unfolding Liberty protection safeguards.

During the year we qualified 10 members of the workforce in advocacy including 3 Certificates in Independent Advocacy; 2 IMCA qualifications; 4 Diplomas in independent Advocacy and 1 in Managing Advocacy Services. We also trained 5 supervisors and manager to deliver the BeHeard Projects; worked with an external provider to create a bespoke and ILM accredited programme for managers and worked with our Local Authority partners to create their training packages for social service staff.

Whizz Kidz, a charity supporting young wheelchair users to become confident and independent through sourcing suitable work placements, approached SWAN to host a placement opportunity. Phoenix chose SWAN and following assessments to ensure we could safely accommodate wheelchair users, Phoenix spent two successful and inspiring weeks in the workplace. During this time they completed the induction to volunteering, introduction to Advocacy Training and worked with our Supervising Advocate to explore how SWAN could improve the services for younger adults.

Volunteering

Volunteers bring skills, expertise, time, and passion to our cause and help us to diversify the thinking, skills and experiences that underpin our activities and connect that activity to the external world in a way that is real, meaningful, and informative. Volunteers have their 'own' experience whilst engaging in their volunteering activities and a positive experience for them is a positive outcome for SWAN. Volunteer roles in 2021 included Advocate, Advocacy Coach, Relevant Person's Representative and Victim Advocate. SWAN recruited the first volunteer who is also an Expert by Experience, bringing their expertise to our Be Heard Project and ensuring that it has the appropriate structure and focus to reach and engage those who have poor mental health. In 2021, 17 active volunteers contributed 587 hours of advocacy and volunteers accessed approximately 952 hours of training and development. Additionally, 5 students joined us on placements and contributed 808 hours to our services.

Training

Throughout the year, SWAN continued to work closely with our Training Centre Partner, Crescent Training Limited to deliver in house assessment for the accredited City and Guild, Level 3 Diploma and Level 4 Independent Advocacy Practice qualification. The Training Manager is both vocationally qualified in advocacy and TAQA qualified to provide assessments for candidates undertaking the qualifications. As the pandemic restrictions relaxed, we returned to in-person style training blended with online to meet the needs of the business and individuals. We found that the workforce really value in person training and workshops, often providing intangible benefits particularly for new or less experienced team members. During the year, 7 new candidates were registered and a further 5 scheduled to be registered and 6 members of staff achieved their Independent Advocacy Qualification. Furthermore, SWAN runs in-house practice-based workshops on a broad array of topics and takes CPD seriously by promoting a culture of self-reflection for advocacy practice. SWAN also works with external providers to ensure that advocates are up to date with legislative changes and continue to build their knowledge and skills for the finer details of more complex practice.

What people say about us

- "The IMCA report was really, really helpful. It was interesting, broad and with a good understanding of everyone's viewpoints. I really took from the report that the person does not want to move. Reading the report made me confirm that a change in accommodation would not be the right decision." **Social Worker, South Gloucestershire Council**

- "I could not recommend the advocate or SWAN enough. I simply could not have gotten through to the council without the advocate's support and persistence." **Feedback from a client who was supported to access services**

- "We have found your Living Well Advocacy Service invaluable. It has really helped our patients to reflect and take control of their future. We feel your work helps us empower our patients and their families." **Living Well Service**

- "Can I just take this opportunity to say what a wonderful asset the advocate is to your organisation. She has really helped me so much at a very hard time in my life. She always updates me without any prompting, she is very empathetic and knowledgeable, and I know that without her support I would have really struggled." **IHCA client in Somerset**

- "Very prompt feedback after each meeting. Flexible and creative in supporting the service user during lockdown." **Social Worker, Bristol City Council**

- "Paul has been in hospital for nearly eight weeks now, and the Living Well Plan has been invaluable. The doctor and staff have found it to be so useful, but most of all it is a comfort for Paul. I haven't been able to see him for nearly five weeks, but in the plan he has photographs of all his family. It also gives an insight to the staff of the sort of person Paul is, and the interesting life he lived before dementia." **Living Well Service**

- "Every day we watch the news and see people being hailed as heroes, then through two lockdowns we experience a different side of our care system. To us, you will always be our personal hero. Without your hard work and dedication, we would be finding ourselves in the darkest of all places, with no hope for the future." **IMHA client and family member in Somerset**

- "Thanks for this workshop, it's been really interesting." **IMCA workshop**

- "Thank you, brilliant session." **Safeguarding Practice workshop**

- "Thank you for this session, been very interesting to just listen in and learn." **Safeguarding Practice workshop – social work placement student**

- "I really appreciate you giving me the opportunity to come and learn about SWAN and what being an advocate means." **Phoenix, Whizz Kidz Placement Volunteer**

Swan Advocacy Network

Report of the Trustees
For the year ended 31st March 2022

Public Benefit

The trustees consider that they have complied with their duty under the Charities Act 2011 to have regard to the public benefit guidance issued by the Charity Commission.

The advocacy services provided by Swan Advocacy directly benefit those in society who are at their most vulnerable, due to age, illness, disability, in poverty or are socially excluded or a situation that they find themselves in e.g. bereavement, victim of crime.

Swan works within its charitable objectives to support people to have a voice, to uphold their rights, to prevent discrimination and to gain the support and care that they need and are entitled too as well as resolve complaints, concerns and difficulties. As well as our direct beneficiaries a wide range of others in society in general benefit, including those who come into contact with and care for our direct beneficiaries.

Often the role the advocate has undertaken will influence and change working practice with statutory or other care providers thus benefiting the wider society and communities we work in.

We work with our commissioners to identify gaps in provision and any barriers to people receiving the support and care they are entitled too. We believe that it is important to promote the benefits of non-statutory services with our commissioners, in terms of early intervention, preventative support and building personal and community resilience.

In addition to supporting clients to find resolutions to issues, clients tell us that receiving advocacy support enables them to feel more empowered, take control of their lives and the learning of self-advocacy skills and approaches assists them in their future lives.

Financial Review, Reserves and Investment Policy

Details of Swan Advocacy's activities in 2021/22 is shown in the statement of financial activities on page 14.

We continue to win new business and retain existing business by providing high quality, effective, efficient and value for money services.

The Board have examined the charity's requirement for reserves considering the main risks facing the organisation, such as cover of costs that might arise from sudden end of contract and to ensure sufficient cash flow to finance current operation. Our continual regular forecasting will ensure we monitor income, expenditure and our reserves to ensure we meet changing obligations.

Swan Advocacy holds cash in excess of working capital required within our CAF gold account. The amounts of interest earned during the year was £80 (2021 - £125). Our investment policy is such that we ensure that our excess working capital is available for use at all time

Future Plans

We believe the need for advocacy is important to protect and promote the rights of those least heard in society today and our current services and future plans are to further our service provision in the South West of England by building on the successes of 2021/22.

The operating environment does not stand still, and neither will SWAN. The pandemic, although challenging, has provided the opportunity for us to think differently and to become more creative with our ideas. By embracing new ways of doing things and being bold in our vision we aim to reach more people that we would have previously anticipated. We will work with clients and stakeholders to evaluate the current provision and co-produce new models of service delivery in readiness for contracts that are due for retender and ensure that we are well placed to bid for new services throughout the operating area. We also recognise that opportunities are often better sought collaboratively, and we will be pursing new partnerships with like-minded organisations to meet the needs of more people in a variety of different ways.

Future Plans (continued)

We have plans in place to ensure that the workforce continues to receive the best possible training from our Human Resource partners who will deliver a new ILM accredited management training programme for our middle managers later in 2021. Our SWAN Training Manager will continue to assess and train the workforce to ensure that SWAN is able to meet the requirements of the new Level 4 Independent Advocacy Qualification. To understand the impact of our services we will be developing more ways to assess our outcomes so that the services we deliver are informed by those that use them and for us to demonstrate the impact that our services have.

Trustees' Responsibilities

The trustees (who are also directors of Swan Advocacy Network for the purposes of company law) are responsible for preparing the Trustees' Report (incorporating the directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 income and expenditure, of the charitable company for that period.

In preparing those 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 United Kingdom accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable charity will continue in business.

The trustees are responsible for maintaining proper accounting records which 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 auditors are unaware; and
- the Trustees have taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Signed on behalf of the Trustees

Claire Tough, Chair

Alan Guyver, Treasurer

24th November 2022

Independent Auditors' Report to the Trustees of SWAN Advocacy Network For the year ended 31st March 2022

Opinion

We have audited the financial statements of Swan Advocacy Network for the year ended 31 March 2022 which comprise Statement of Financial Activities, the Balance Sheet, the 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 year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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 Swan Advocacy Network's ability to continue as a going concern for a period of at least 12 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 annual report, including the trustees' 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.

Independent Auditors' Report to the Trustees of SWAN Advocacy Network For the year ended 31st March 2022

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' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' 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 where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- 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;
- the trustees 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' report and from the requirement to prepare a strategic report.

Responsibilities of the Trustees

As explained more fully in the Trustees' Responsibilities Statement, set out on page 10, 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 they 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.

Auditors' 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 is detailed below:

Independent Auditors Report to the Trustees of SWAN Advocacy Network For the year ended 31st March 2022

Identifying and assessing potential risks of material misstatement due to irregularities

We considered the following when identifying and assessing risks of material misstatement due to irregularities, including fraud and non-compliance with laws and regulations:

- the legal and regulatory framework in which the charitable company operates
- the sector in which the charitable company operates
- the control environment and controls established to mitigate such risks
- the results of our enquiries of management about their identification and assessment of risks of irregularities
- discussions with the audit engagement team about where fraud might occur
- the incentives for fraud.

Laws and regulations which are considered to be significant to the charitable company include those relating to the requirements of financial reporting framework FRS102, the Companies Act 2006, the Charities Act 2011, UK tax legislation, employment law and health and safety. In addition, we consider other laws and regulation which may not directly impact the financial statements but may impact on the operation of the charitable company.

As a result of these procedures we concluded, in accordance with International Auditing Standards, that a risk in relation to the potential for management override of controls existed.

Audit responses to risks identified

We undertook audit procedures to respond to the risks identified, and designed our audit testing to respond to these risks. The additional procedures we undertook included the following:

- gaining an understanding of the charitable company's procedures for ensuring compliance with laws and regulations
- testing the appropriateness of journal entries and other adjustments
- considering whether accounting estimates were indicative of potential bias
- considering whether any transactions arose outside the normal course of business
- making enquiries of management
- corroborating our enquiries through review of Board Minutes and correspondence.

We also communicated relevant laws and regulations and potential fraud risks to all engagement team members and remained alert to any indicators of fraud or non-compliance with laws and regulations throughout the audit.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities.

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.

Alexandra Shore

Alexandra Shore FCA DChA Senior Statutory Auditor
For and on behalf of A C Mole Chartered Accountants and Statutory Auditor
Stafford House
Blackbrook Park Avenue
Taunton Somerset TA1 2PX

Date: 24th November 2022

Swan Advocacy Network

Statement of Financial Activities
(Incorporating the Income and Expenditure Account)
for the Year Ended 31 March 2022

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
Income from:					
Donations and legacies		994	-	994	779
Charitable activities:					
Revenue contracts and grants	3	1,448,061	99,895	1,547,956	1,362,430
Fee income		186,933	-	186,933	162,678
Investment income	2	80	-	80	125
Other income		3,239	-	3,239	25,348
Total income		**1,639,307**	**99,895**	**1,739,202**	**1,551,360**
Expenditure on:					
Raising funds	4	903	-	903	551
Charitable activities	4	1,540,115	106,322	1,646,437	1,379,431
Total expenditure		**1,541,018**	**106,322**	**1,647,340**	**1,379,982**
Net income		98,289	(6,427)	91,862	171,378
Transfers between funds	10	-	-	-	-
Net movement in funds		98,289	(6,427)	91,862	171,378
Reconciliation of funds					
Total funds at 1 April 2021		527,588	6,427	534,015	362,637
Total funds at 31 March 2022	10	**625,877**	**-**	**625,877**	**534,015**

All of the charity's operations are classed as continuing. The charity has no recognised surpluses or deficits other than the net income for the year. The movement on reserves is shown above.

The notes shown on pages 17 to 26 form part of these financial statements.

Swan Advocacy Network

Registered Company Number: 06599429

Balance Sheet
as at 31 March 2022

	Notes	31 March 2022		31 March 2021	
		£	£	£	£
Fixed Assets					
Tangible assets	6		17,945		10,785
Investments	7		1		1
			17,946		10,786
Current Assets					
Debtors	8	238,077		114,388	
Cash at bank and in hand		441,800		472,975	
		679,877		587,363	
Creditors					
Amounts falling due within one year	9	71,946		64,134	
		71,946		64,134	
Net Current Assets			607,931		523,229
Total Assets Less Current Liabilities			**625,877**		**534,015**
The Funds of the Charity:					
Unrestricted Funds	10		625,877		527,588
Restricted Funds	10		-		6,427
Total Charity Funds	10		**625,877**		**534,015**

These accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and with the Financial Reporting Standard 102.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The financial statements were approved by the Trustees and signed their behalf by:

Claire Tough
Chair of Trustees

Alan Guyver
Treasurer

Date:

The notes shown on pages 17 to 26 form part of these financial statements.

Swan Advocacy Network

Statement of Cash Flows
for the Year Ended 31 March 2022

	Notes	31 March 2022 £	31 March 2021 £
Cash flows from operating activities			
Net cash (used in)/provided by operating activities	15a	(12,080)	200,835
Cash flows from investing activities			
Interest from investments		80	125
Purchase of equipment		(19,175)	(10,602)
Net cash (used in) investing activities		(19,095)	(10,477)
Change in cash in the reporting period		(31,175)	190,358
Cash at the beginning of the reporting period		472,975	282,617
Cash at the end of the reporting period	15b	441,800	472,975

The notes shown on pages 17 to 26 form part of these financial statements.

1. Accounting Policies

a. Accounting convention

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) (issued October 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102) and the Charities Act 2011. The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless stated otherwise within these notes.

b. Public benefit entity

Swan Advocacy meets the FRS102 definition of a public benefit entity.

c. Going concern

The financial statements have been prepared on a going concern basis as the trustees consider that the charity has adequate resources to continue in operational existence for the foreseeable future.

d. Income

i) Voluntary income

Voluntary income received by way of donations and gifts is included in full in the Statement of Financial Activities ("SOFA") when received.

ii) Revenue contracts and grants

Revenue grants are recognised in the period in which they are receivable. Contract income is recognised in the period in which it is receivable and when the contract service has been provided. Contract income received in advance is deferred.

e. Expenditure

The charity's cost of operating includes staff costs, rent and other related costs. Such costs are allocated between charitable activities, fundraising and support costs. All costs are accounted for on an accruals basis. Costs include attributable VAT which cannot be recovered.

Costs are allocated to different activities on the basis of staff time spent in each type of activity.

f. Pension costs

The charity contributes amounts between 3% and 6% of salary to individual personal pension arrangements for members of staff. The pension cost represents the employer contributions payable by the charity to these funds.

g. Tangible fixed assets

Fixed assets are capitalised and depreciated over their estimated useful lives. The rates applicable are as follows:

- Office Equipment 20% on cost
- Computer Equipment 33% on cost

Fixed assets are reviewed for impairment if evidence comes to light that the recoverable amount of a functional fixed asset is below its net book value.

h. Leases

Rentals payable under operating leases are taken to the statement of income and expenditure on a straight-line basis over the lease term.

1. Accounting Policies (Continued)

i. Funds

The charity maintains various types of funds as follows:

- Restricted funds are those which are used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.
- Unrestricted funds are funds which are expendable at the discretion of Trustees in furtherance of the objects of the charity.
- Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

j. Debtors

Debtors are measured at the amounts the charity anticipates it will receive from a debt. Prepayments are valued at the amount prepaid.

k. Cash at bank and in hand

Cash at bank and in hand includes cash and cash on deposit.

l. Creditors

Creditors are recognised when the charity has an obligation to transfer economic benefits to a third party. Creditors are usually recognised at their settlement amount or the amount received as an advance payment for goods or services it must provide.

m. 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.

n. Consolidated financial statements

The financial statements are single entity accounts. The charity is exempt from the requirement to prepare group accounts as it qualifies as a small group. The subsidiary company is currently dormant.

2. Investment Income

	Total 2022 £	Total 2021 £
Bank and other interest receivable	80	125

3. Income: Revenue Contracts and Grants

	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Contracts	1,448,061	-	1,448,061	1,264,558
Grants	-	99,895	99,895	97,872
	1,448,061	99,895	1,547,956	1,362,430

In 2021 contracts and grants of £97,872 were in Restricted Funds.

4. Expenditure

	Staff Costs	Other Costs	Depreciation	Total 2022	Total 2021
	£	£	£	£	£
Fundraising and Publicity	-	903	-	903	551
Charitable Activities	1,378,647	255,775	12,015	1,646,437	1,379,431
Total Expenditure	**1,378,647**	**256,678**	**12,015**	**1,647,340**	**1,379,982**

In 2021 the analysis was £1,164,039 staff costs, £208,983 other costs and £6,960 depreciation.

Expenditure is stated after charging:

	2022	2021
	£	£
Depreciation	12,015	6,960
Trustee indemnity insurance	461	497
Audit fee	6,300	6,300
Operating lease rentals - property	33,641	32,625

Staff costs:

	2022	2021
	£	£
Wages and salaries	1,111,731	990,869
Social security costs	79,217	70,395
Pension costs	52,307	50,724
Travel	44,514	14,243
Recruitment and training	67,091	27,808
Redundancy	23,787	10,000
	1,378,647	1,164,039

Analysis of governance and support costs

	Staff costs	Other costs	Governance	Total
	£	£	£	£
Wages and salaries	1,372,365	-	6,282	1,378,647
General office costs	-	262,393	-	262,393
External audit and accountancy fees	-	-	6,300	6,300
	1,372,365	262,393	12,582	1,647,340

The charity identifies the costs of its support function and governance.
Wages and salaries are allocated to specific activities on the basis of time.
General office costs are either allocated directly to specific activities or apportioned on the basis of time.
Support costs and governance activities are ultimately apportioned across the fundraising and publicity activities and charitable activities.

The key management personnel of the charity comprise the trustees, Chief Executive, Director of Operations, Director of Income Generation and Director of Finance and Central service. The total employee benefits of the key management personnel is £164,137 (2021: £176,406).

4. Expenditure (continued)

The average monthly number of employees (employee head count) during the period was 64 (2021: 60).

Employees are involved in advocacy work, management, administration and fundraising.

No employee earned more than £60,000 (2021: none).

In addition to the employed staff SWAN is dependent on volunteer advocates to provide its service during the year. Volunteers undertake a variety of roles within Swan Advocacy and contribute their time, skills and experience for the benefit of the organisation and its beneficiaries. Primarily volunteers are advocates supporting clients on a 121 basis to resolve their particular issues and ensure their rights are protected and their voices heard. Volunteers also undertake other tasks such as administration, marketing and fundraising. Volunteers add significant value to the services delivered by Swan and enrich the organisation through their diverse skills, experiences and interests.

No Trustee received any remuneration for services as a Trustee (2021: none). Travel and meeting expenses for 3 Trustees of £741 (2021: 1 Trustee - £164) were reimbursed during the year.

No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during this period (2021: none).

The charity paid pension contributions to a range of personal pension funds on behalf of staff members. All of these schemes are defined contribution schemes where both the employer and the employee make contributions. At the year end contributions of £7,511 (2021: £6,430) were unpaid.

The charity has total commitments under operating leases expiring as follows:

	Premises	
	2022	2021
Less than 1 year	£11,000	£25,053
1 to 5 years	£29,333	£2,750

5. Taxation

SWAN Advocacy Network is a registered charity and as such is not liable for taxation on any surplus from its charitable activities.

6. Fixed Assets

	Office Equipment £	Computer Equipment £	Total £
Cost			
At 1 April 2021	12,525	68,378	80,903
Additions	1,619	17,556	19,175
At 31 March 2022	14,144	85,934	100,078
Depreciation			
At 1 April 2021	10,205	59,913	70,118
Charge for year	1,311	10,704	12,015
At 31 March 2022	11,516	70,617	82,133
Net Book Value			
At 31 March 2022	2,628	15,317	17,945
At 31 March 2021	2,320	8,465	10,785

7. Investments

	2022	2021
	£	£
Investment in subsidiary	1	1
	1	1

The subsidiary company, Swan Training Services Limited, has never traded and is dormant.
It has assets of £1, being 1 £1 ordinary share.

8. Debtors

	2022	2021
	£	£
Trade debtors	225,826	101,643
Prepayments and accrued income	12,251	12,745
	238,077	114,388

9a. Creditors: Amounts falling due within one year

	Note	2022	2021
		£	£
Trade creditors		7,133	6,934
Other tax and social security costs (including pensions)		32,910	25,293
Accruals		6,403	6,407
Deferred income	9b	25,500	25,500
		71,946	64,134

9b. Deferred Income

	At 1 April 2021	Deferred in year	Released in year	At 31 March 2022
	£	£	£	£
Somerset Contract	25,500	25,500	(25,500)	25,500
	25,500	25,500	(25,500)	25,500

Contract income received in advance is deferred.

10. Description of Funds

	As at 1 April 2021 £	Income £	Expenditure £	Transfers £	As at 31 March 2022 £
Restricted Funds					
National Lottery Fund (LWAS)	1,572	99,895	(101,467)	-	-
Wiltshire Community Foundation (CMA)	4,855	-	(4,855)	-	-
Total Restricted Funds	6,427	99,895	(106,322)	-	-
Unrestricted Funds	527,588	1,639,307	(1,541,018)	-	625,877
Total Unrestricted Funds	527,588	1,639,307	(1,541,018)	-	625,877
Total Funds	534,015	1,739,202	(1,647,340)	-	625,877

Restricted Funds

The National Lottery Reaching Communities Fund – Living Well Advocacy Service

SWAN received funding from The National Lottery Reaching Communities funding programme. This will fund the "Living Well Advocacy Service" project, this project helped Swan extend and enhance its service to people with long term health conditions.

The grant will fully fund the project, including salaries costs as well as training, equipment, and overheads.

Wiltshire Community Foundation – Community Money Advice

SWAN received funding from Wiltshire Community Foundations, Coronavirus Response & Recovery Grant. This partially funded a pilot of the Community Money Advice South Wiltshire project, the project provides free, non-judgemental support for people who are struggling with money or are in debt.

Unrestricted Funds

The unrestricted funds comprises the accumulated surpluses and deficits which have neither been restricted by conditions imposed by donors, nor have been designated by the trustees for specific purposes.

11. Description of Funds - Comparative year ended 31 March 2021

	As at 1 April 2020 £	Income £	Expenditure £	Transfers £	As at 31 March 2021 £
Restricted Funds					
National Lottery Fund (LWAS)	-	97,872	(96,300)	-	1,572
National Lottery Fund (CMA)	-	26,014	(26,014)	-	-
Wiltshire Community Foundation (CMA)	-	9,710	(4,855)	-	4,855
Total Restricted Funds	-	133,596	(127,169)	-	6,427
Unrestricted Funds	362,637	1,417,764	(1,252,813)	-	527,588
Total Unrestricted Funds	362,637	1,417,764	(1,252,813)	-	527,588
Total Funds	362,637	1,551,360	(1,379,982)	-	534,015

Restricted Funds

The National Lottery Reaching Communities Fund – Living Well Advocacy Service

SWAN received funding from The National Lottery Reaching Communities funding programme. This will fund the "Living Well Advocacy Service" project, this project helped Swan extend and enhance its service to people with long term health conditions.

The grant will fully fund the project, including salaries costs as well as training, equipment and overheads.

The National lottery COVID response fund – Community Money Advice

SWAN received funding from The National Lottery COVID response fund. This partially funded a pilot of the Community Money Advice South Wiltshire project, the project provides free, non-judgemental support for people who are struggling with money or are in debt.

Wiltshire Community Foundation – Community Money Advice

SWAN received funding from Wiltshire Community Foundations, Coronavirus Response & Recovery Grant. This partially funded a pilot of the Community Money Advice South Wiltshire project, the project provides free, non-judgemental support for people who are struggling with money or are in debt.

Unrestricted Funds

The unrestricted funds comprises the accumulated surpluses and deficits which have neither been restricted by conditions imposed by donors, nor have been designated by the trustees for specific purposes.

12. Analysis of Net Assets between Funds

Fund balances as at 31 March 2022 are represented by:

	Unrestricted Funds £	Restricted Funds £	Total 2022 £
Fixed Assets	17,946	-	17,946
Current Assets	679,877	-	679,877
Creditors: amounts falling due within one year	(71,946)	-	(71,946)
	625,877	-	625,877

Fund balances as at 31 March 2021 are represented by:

	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Fixed Assets	10,786	-	10,786
Current Assets	580,936	6,427	587,363
Creditors: amounts falling due within one year	(64,134)	-	(64,134)
	527,588	6,427	534,015

13. Capital Commitments

The Charity had no capital commitments at 31 March 2022 (2021: Nil).

14. Statement of Financial Activities - Comparative year ended 31 March 2021

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
Income from:					
Donations and legacies		779	-	779	222
Charitable activities:					
Revenue contracts and grants		1,228,834	133,596	1,362,430	1,380,390
Fee income		162,678	-	162,678	156,509
Investment income		125	-	125	473
Other income		25,348	-	25,348	21,661
Total income		**1,417,764**	**133,596**	**1,551,360**	**1,559,255**
Expenditure on:					
Raising funds		551	-	551	3,271
Charitable activities		1,252,262	127,169	1,379,431	1,513,066
Total expenditure		**1,252,813**	**127,169**	**1,379,982**	**1,516,337**
Net income		164,951	6,427	171,378	42,918
Transfers between funds		-	-	-	-
Net movement in funds		164,951	6,427	171,378	42,918
Reconciliation of funds					
Total funds at 1 April 2020		362,637	-	362,637	319,719
Total funds at 31 March 2021		**527,588**	**6,427**	**534,015**	**362,637**

15. Notes to the cash flow statement

a. Reconciliation of net income to net cash flow from operating activities

	31 March 2022	31 March 2021
Net income for the reporting period as per the Statement of Financial Activities	91,862	171,378
Adjustments for:		
Depreciation	12,015	6,960
Interest from investments	(80)	(125)
(Increase) / Decrease in debtors	(123,689)	21,914
Increase in creditors	7,812	708
Net cash (used in) / generated by operating activities	(12,080)	200,835

b. Reconciliation of net cashflow to movement in net funds

	31 March 2022	31 March 2021
(Decrease) / Increase in cash in the period	(31,175)	190,358
Cash and cash equivalents at 1 April 2021	472,975	282,617
Cash and cash equivalents at 31 March 2022	441,800	472,975

c. Analysis of net funds

	Balance 1 April 2021	Cash flow	Balance 31 March 2022
Cash at bank and in hand	472,975	(31,175)	441,800
	472,975	(31,175)	441,800

SWAN ADVOCACY NETWORK

England & Wales - Charity number 1125679

Accounts



SWAN ADVOCACY NETWORK

TRUSTEES' REPORT & FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31st MARCH 2021

Charity Number: 1125679

Registered Company Number: 06599429

SWAN ADVOCACY NETWORK

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Swan Advocacy Network

Report of the Trustees

The Trustees present their report and financial statements for year ended 31st March 2021.

Reference and Administrative Details

Charity Name	SWAN Advocacy Network	
Charity Number	1125679	
Company Registration Number	06599429	
Trustees	Mr Ken Howard	Chair
	Mr Alan Guyver	Treasurer
	Mr Peter Curbishley	
	Mr John Leyden	
	Mr Peter Harding	
	Mrs Lynda Corwin	(Appointed 25/11/2020)
	Ms Claire Tough	(Appointed 25/11/2020)
Chief Executive	Vikki Holloway	
Registered Office	Hi Point Thomas Street Taunton Somerset TA2 6HB	
Bankers	CAF Bank Limited 25 Kings Hill Avenue West Malling ME19 4JQ	
Auditors	A C Mole Chartered Accountants and Statutory Auditors Stafford House Blackbrook Park Avenue Taunton Somerset TA1 2PX	

Swan Advocacy Network

Report of the Trustees

Chair's Introduction to the Annual Report and Financial Statements 2021

I have great pleasure in introducing the Annual Report and Financial Statement for the financial year ending on 31st March 2021.

This has clearly been an exceptional and unpredictable year with enormous challenges for individuals and organisations at all levels. As you will see from this report SWAN has responded to those challenges with incredible energy, flexibility, and commitment to enable the continuing delivery of key services to our clients while safeguarding the people who work in SWAN and securing the future of the organisation. I thank and congratulate the employees and volunteers of SWAN for this achievement.

I also thank my fellow trustees for their invaluable help and support which ensures a high performing board. We welcomed Lynda Corwin and Claire Tough to the Board in November. Our aspiration is to further increase the Board's diversity and resilience by further appointments over the coming year.

I am grateful for the generosity of our funders, from small individual donations through to grants from charitable trusts. These are listed in the trustee report and financial accounts presented in this report.

SWAN will continue to change and develop to meet new demands. COVID itself has highlighted the fragility of human rights in some care settings and has demonstrated the need for advocacy and other services to help protect those rights and support vulnerable people. Growing societal and financial pressures resulting from COVID and other underlying social and economic change will also increase the need for both traditional and new, innovative services.

SWAN is committed to doing all it can to meet this need. I am confident SWAN will continue to adapt and strengthen its services to meet the requirements of the people we serve.

K R Howard

Ken Howard, Chair

24th November 2021

Swan Advocacy Network

Report of the Trustees
For the year ended 31st March 2021

Structure, Governance and Management

Our Vision, Mission and Core Values are set out below:

- **Our Vision:** For everyone to have access to high quality, independent advocacy
- **Our purpose**: To support and empower people to have a voice
- **Our Mission**: to be a high quality, influential advocacy provider and model of best practice

We believe....

- Everyone has the right to be heard and respected
- Everyone has the right to choice in decisions about them
- Everyone has the right to be safe

Our Core Values are:

- **Independence:** 'We only answer to you'
- **Empowerment**: 'We support you to be confident, to take control of your life and to realise your rights.'
- **Inclusion**: 'We work with you to remove barriers'

Everything we do as an organisation is about supporting people to have a voice and to have that voice heard. Most of our work is providing independent face-to-face, issue-based advocacy for individuals across the areas we work.

Objectives of the Charity

Swan Advocacy objectives are expressed in the governing document, as follows:

'The objects for which the Company is established are for the relief of persons suffering or recovering from an illness, disability or the effects of aging, or their carers in Wiltshire and in the counties across the South West of England or adjoining the South West by the provision of an Advocacy service'. We believe that self-advocacy skills and approaches are a tool to promote social justice and can support vulnerable people towards living more secure, healthy, independent and fulfilled lives. We provide training and advice to other providers on promoting and using self-advocacy tools and approaches in their organisations.

The purpose of the organisation is primarily delivered through the provision of advocacy. During 2020-21 Swan Advocacy provided 34,306 advocacy hours and helped 5,449 individuals to have their voice heard, including:

- Independent Mental Capacity Advocacy (IMCA) which supports people who are deemed under the Mental Capacity Act to lack capacity for particular decisions.
- Independent NHS Complaints Advocacy that can support anyone with making a complaint about a health treatment that was funded by the NHS.
- Independent Mental Health Advocacy (IMHA) which mainly supports people who are sectioned under the Mental Health Act.
- Independent Care Act Advocacy which makes sure that the person's rights and wishes are properly respected, and they have a strong involvement in all decisions affecting them.
- Professional, non-statutory advocacy that falls outside of the statutory legislation framework.
- Advocacy for people with long term health conditions to have their voice and wishes heard by developing a Living Well Plan.
- A Victims of Crime Advocacy Service (VOCAS) which provides an enhanced adult advocacy service along with practical and emotional support to victims of crime and anti-social behaviour (ASB).

Despite the pandemic, SWAN has continued to deliver high quality services to all in need of advocacy. For individuals, and as an organisation, 2020-2021 has been sobering and challenging. It has also, however, provided a platform for growth and transformation on many levels. With a swift move toward digitisation and remote working, SWAN has, in a short timescale been able to achieve more than could have been anticipated.

Swan Advocacy Network

Report of the Trustees
For the year ended 31st March 2021

Governing Documents

Swan Advocacy Network is a company limited by guarantee and is governed by a Memorandum and Articles of Association that determine its legal framework. The company was incorporated on 21 May 2008 and registered as a charity on 1 September 2008. Prior to September 2008, Swan Advocacy was an unincorporated charity operating under the name South Wiltshire Advocacy Network. The work of this charity has since continued under the incorporated body. In 2019 SWAN adopted the operating name South West Advocacy Network - known as SWAN.

Responsibilities of the Board

Swan Advocacy Board of Trustees, who are directors of the company, set the strategic direction of and provide strategic leadership for the organisation. It is their responsibility to safeguard the assets of the Charity and ensure the financial statements comply with the relevant acts and legislation. Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity.

The Board meet regularly to consider organisational policies, risk and monitor significant issues concerning the work of the Charity. Four full board meetings took place during 2020/21. The Chair of the Board and Chief Executive Officer met on a regular basis between Board meetings and the Treasurer and Director of Finance met on a quarterly basis to monitor financial performance at a detailed level.

Recruitment and appointment to the Board

The Board welcome new Trustees, who bring skills and experience identified as beneficial to the Board and the organisation. These Trustees are co-opted on to the Board until they can stand for election at the AGM. During 2020-21 we welcomed 2 new trustees to the organisation. All Trustees undergo a DBS check as part of the recruitment process. The Chair of Trustees in conjunction with the CEO and Quality and Performance Manager take overall responsibility for new Trustee induction, which includes awareness of Trustee responsibilities. A Trustee induction pack includes areas of knowledge and operational matters to assist them in the understanding of the organisation and opportunities are built into induction for new trustees to meet with senior managers, frontline staff and beneficiaries in order to understand all aspects of the organisation.

Risk Management and Audit

A comprehensive Board Assurance Framework and strategic risk register is in place and the Trustees regularly review the major risks to the organisation. Systems are embedded to monitor, and control identified risks to mitigate the impact they may have on the charity. The Senior Management Team review the operational and strategic risks on a systematic basis by way of a standing agenda items to ensure that current and emerging risks are considered regularly and raised to the Board if required.

Organisational structure

The operation of the organisation is delegated to a full-time Chief Executive who is supported by a Senior Management Team that includes a Director of Operations, Director of Business Development and Marketing and a Director of Finance and Central Services. Following the ongoing review and restructure of roles, Team Managers replaced Team Leaders, Area Managers were replaced by Heads of Services and a Volunteer Manager role was introduced.

Employees

SWAN employed 60 employees in the year, equivalent to 35 full time posts and our work was enhanced by the provision of 27 volunteers. SWAN employees and volunteers bring a wide range of skills and experience to their work. All employee and volunteer advocates have achieved or are working towards the Qualification in Independent Advocacy.

Remuneration Policy for staff

The pay of all staff, including senior managers has been set at a specific scale which was benchmarked against similar organisation of a similar size. An incremental rise is considered every April following completion of a positive appraisal review. Any substantial changes to remuneration are agreed by the Board as required.

Response to the Pandemic

The pandemic fundamentally deepened the focus of the work that SWAN does, as never before has there been a time that people have so seriously required access to independent advocacy. At a time when vulnerable people became more marginalised, our advocates worked to continuously to help protect people's rights and ensure that every individual has their voice heard.

During the pandemic, SWAN became early members of a national leadership group, meeting online with other advocacy organisations. This forum enabled the sharing of practice and the development of tools, resources and approaches to benefit everyone in need of advocacy.

Internal working practices at SWAN were reviewed and developed in line with government guidance to ensure that the workforce could continue to work in a safe environment both in the office and during client visits. Technology was swiftly upgraded to ensure that wherever possible, everyone that needed advocacy could receive it. SWAN also put mechanisms in place to ensure that the workforce was supported as much as possible, during a very challenging year. The workforce was engaged on a regular basis through online meetings and surveys to inform decisions making and to be as inclusive as possible. Below are some of the comments made by members of the workforce during a survey that was carried out during the pandemic:

'I want to hugely thank SWAN - I have felt totally supported throughout the whole pandemic which can't be said for all employers, the support to me as an individual means I have felt valued and appreciated.'

'It has been helpful to remain connected to colleagues and managers during the lockdown, and I haven't felt at all "abandoned"!'

'I'm very pleased that SWAN has allowed individual visits, on a risk assessed basis according to client need.'

'I believe that SMT will make the best decision for SWAN and the wellbeing of myself and my colleagues.'

'I am very happy with how I have been supported throughout COVID 19 and also how I have been trusted with my new role to work remotely. I am really enjoying it.'

'SWAN's approach has been thoughtful, measured and appropriate. I have always been updated and have been reassured by the approach and guidance offered.'

To ensure consistent communication with the workforce during the pandemic and continued remote working, mechanisms were developed to provide robust workforce engagement. Voice@SMT was created and sought views and opinions from the workforce on a variety of matters including recruitment and induction; volunteering; policy review and other relevant topics. Furthermore, to ensure the wellbeing of our workforce we trained an additional 14 Mental Health First Aiders (MHFAs) who, alongside our established and experienced MHFAs, provided support to any employee or volunteer who was finding life stressful, either at work or at home. We recognise that working through a pandemic, remotely, and in isolation is a considerable burden and that people need a new way to connect with their colleagues and the MHFAs. In response to this SWAN set up regular online wellbeing events and activities for all to join.

Swan Advocacy Network

Report of the Trustees
For the year ended 31st March 2021

Review of Charity Activities

Training and Development

Continuous professional development and achieving the Diploma Qualification has been a key focus in this year period, and we have worked hard to ensure that all team members have access to knowledge and accredited training to build new skills so that all team members can achieve their goals and aspirations in their Advocacy practice. SWAN has continued to strengthen its approach to the provision of training and development within the organisation and has different strands for training provision:

1. City & Guilds Diploma in Independent Advocacy in partnership with Crescent Training -Training Centre.
2. In-House Advocacy Practice-Based Workshops
3. External training providers
4. Online mandatory training

City & Guilds Diploma in Independent Advocacy

The Training Manager is a TAQA qualified assessor for Advocacy Qualifications and works closely with Crescent Training who provide our designated Internal Quality Assessor. Between April 2020 and March 2021 SWAN registered 11 new team members with City and Guilds through the training centre, Crescent Training, to undertake their Diploma in Independent Advocacy.

In-House Practice Based Workshops

SWAN offered internal training on a rolling basis. The different topics (see below) were offered multiple times during the year period, maximising the opportunities for employees to schedule training into their diaries. All workshops are inclusive and offered to all team members irrespective of their current advocacy role.

In this year period, in-house workshops were developed, re-designed for virtual delivery, these included:

- Safeguarding Adults and Children - Reporting
- Safeguarding Adults – Advocacy Practice
- Independent Advocacy – Purposes and Principles
- Lone worker -Personal Safety
- Independent Mental Capacity Act Advocacy – Practice
- Independent Mental Health Act Advocacy – Practice
- Non -Instructed Advocacy -Practice
- Care Act Advocacy – Practice
- Independent Advocacy – Practice
- Independent Health Complaints Advocacy – Practice
- Report Writing
- Deprivation of Liberty Safeguards Advocacy – Practice

The Covid Regulations impacted on training significantly both at the start of the lockdown and beyond. Initially this meant that all training provision had to be re-thought in terms of delivery and accessibility as training had historically been delivered face-to-face. SWAN decided on Microsoft Teams which worked well when delivering workshops and whilst training materials and delivery had to be adjusted for virtual use it also presented a good opportunity to try formats never previously used such as animation programmes to make the training as interesting and interactive as possible. Mandatory training, (for example, Safeguarding and Health and Safety), was also historically delivered face-to-face and this has now been moved to online provision delivered through an external training provider.

In-House Practice Based Workshops (continued)

The teams took up the challenge and quickly recognised the obvious benefits. Virtual training has provided easier reach to the whole workforce and the teams reported that they found attending training to be quicker, more flexible and easier to schedule into their busy diaries. Feedback also indicated that the team members found the virtual approach more inclusive as they have the new opportunity to meet and discuss practice with their colleagues from all SWAN geographical team areas. Likewise, training provision has been able to increase in frequency due to the ease of access and delivery.

External Training Providers

External training is sought from a variety of sources to enable continuous professional development for all practising advocates. External training assists team members to work within the finer details of more complex practice and to stay up to date with legislative changes and the possible impacts of such on their practice. In the period April 2020 to March 2021 the workforce have received training from two Legal Professional organisations to enhance their specialist practice knowledge about:

- Deprivation of Liberty Safeguards Mental Capacity Act 2009
- Court of Protection Processes
- The Interface of the Mental Capacity Act 2005 and the Mental Health Act 1983 (2007 amendments)

Team members also have accessed online webinars and seminars in this period to build on their continuous professional development. These have included:

- Kate Mercer Training Advocacy Webinars
- Social Care Institute for Excellence online training resources
- Solicitor groups online webinars (Mental Capacity Act 2005)
- Mental Health Webinar (NHS)
- Safeguarding Adults, Children and Young people (Covid Regulations) (Local Authority)

The changing nature of training delivery, which has underpinned SWAN's continuing commitment to all employees and volunteers to provide wider, more flexible access to training has been one of the success stories of this period. This new approach has promoted our culture of recognising and building upon people's strengths and abilities through personal development and this has been reflected in the increased uptake of training by employees and the personal development benefits of peer discussion and support.

SWAN Strategy

The organisation's strategy sets out our ambitions which are underpinned by operational, business and financial plans. The current strategic goals are:

- Building our Capability
- Improving our Effectiveness
- Future Proofing our services and the organisation

As part of the framework to ensure we achieve our goals, we engage with employees and volunteers on a regular basis. During the pandemic we developed new methods of engagement with the workforce to seek their views and opinions on SWAN's activities. Despite the challenges of the year, SWAN has made good progress towards its objectives and the organisation has a solid basis on which to grow.

We recognise that achieving our objectives requires a strong commitment to diversity and inclusion and unfortunately, because of the pandemic, some of the activities that we would normally be part of did not take place. However, we continue our work with SARI and the Diversity Trust as we continually seek to strengthen our approach in becoming more diverse and inclusive in everything we do. Following the initial work with the Diversity Trust in 2019, we continued with workforce surveys during 2020 and diversity and inclusion workshops for the Board. Furthermore, our mandatory training programme has ensured that every member of the workforce completes initial diversity training which is regularly refreshed.

SWAN Strategy (continued)

We are also members of the following groups which help us understand the needs of, and reach out to diverse populations:

- Responding to Hate Incidents in North Somerset
- BaNES Hate Crime & Community Cohesion Partnership
- Somerset Hate Crime & Community Cohesion Partnership
- Avon and Somerset Strategic Independent Advisory Group

Impact

During 2020/21 we worked with clients across Somerset, North Somerset, South Gloucestershire, Bath and North East Somerset (BaNES), Bristol and Wiltshire with a total of 5,449 cases broken down into the following areas:

- South Glos/Bristol – 1162 cases
- BaNES – 483 cases
- LWAS – 182 cases
- Somerset – 3110 cases
- VOCAS – 512 cases

The top five advocacy issues remained the same as in previous years:

- Victim Advocacy
- Rights under Mental Health Act
- Access to Health and Social Care
- Health and Social Care Complaints
- Rights under Mental Capacity Act

Statutory Services

SWAN holds four statutory contracts across the South West delivering all the statutory advocacy services: IMHA, IMCA, IHCA and Care Act Advocacy. Last year clients and advocates faced exceptional challenges with some of the most extreme restrictions encountered in our life time. From the 10th February 2020 to the 6th January 2021 there were 65 changes to legislation around COVID-19, which affected both our practice and people's lives. These changes happened in quick succession during this period with 20 changes to legislation in September alone. This meant we had to keep our advocate's knowledge up to date, to ensure people's human rights were not infringed. We worked closely with our Local Authority partners to ensure that referrals remained constant, despite the challenges that Local Authorities experienced throughout the year. SWAN managers built on their excellent relationships with commissioners in all areas and our advocates built strong links with front line mental health specialists. During the pandemic these relationships paid dividends as SWAN was able to ensure that referrals remained stable and in some cases increased during this difficult time. Our Local Authority partners were grateful for our swift and practical approach to the restrictions and the fact that our engagement carried on as uninterrupted as possible.

SWAN had great success in meeting this challenge and keeping our client knowledge and understanding of the legislation current by signing up to online tools and government guidance and building relationships with other organisations such as Butlers & Co and Irwin Mitchell & Ashfords (local solicitors) through whom we were able to access training sessions on a variety of relevant issues. These approaches lead to some positive results for individuals, such as one person returning home to their family, the advocate having taken their case to the court of protection. Other truly positive outcomes were achieved in a number of scenarios. Furthermore, we have provided presentations to our local authority colleagues and the following comment was received after we delivered a Care Act presentation on Social Work Day:

"Annie and I just wanted to write to say a very big thank you to you for presenting such a fantastic session during yesterday's Celebration of Practice. We were really overwhelmed with how many people attended, and also by the high quality of your presentation, we are so grateful to you for making the event such a success and helping us to have such a great event for World Social Work Day here in South Glos." Principal Social Worker and Director of Adult Social Care South Gloucestershire Council.

Statutory Services (continued)

We also worked with care homes to ensure that alternative activities for clients were provided during lockdowns and successfully challenged unreasonable restrictions, such as keeping adults with dementia confined to their rooms. Despite the pandemic and the challenges that Local Authorities had to meet, SWAN received an increase in referrals based on the previous year. Our advocates ensured that meetings went ahead and maintained their focus on building strong links and relationships with all parties

Despite our improved reputation and increasing referral numbers in BaNES at retender the contract was awarded to one of the largest national advocacy providers in the country. The transition process was managed very professionally with SWAN receiving the following feedback from Commissioning Manager Alison Woodiwiss.

"I just wanted to say that it has been a great pleasure to work with SWAN and in particular you two. You have and continue to behave extremely professionally and have been very magnanimous - for that I send you my personal thanks. I have no doubt that our paths will cross again in the future".

We have supported people in Mental Health wards in Tribunals, Ward Rounds and appeals via webcam and on the phone and this has raised some interesting questions around future practices. We have found that people's responses to this has been mixed, but largely both advocates and clients prefer to meet face-to-face. One of the positives of the pandemic has been the NHS Trust adjusting client eligibility, with SWAN receiving referrals for all patients who have asked for advocacy and who do not have capacity to instruct for one. We also successfully introduced a virtual ward 'drop-in' where COVID-19 infections were present on the wards and our advocates were unable to visit. This was advertised by the Ward Employees and proved to be a good interim measure.

Case Study:

IMCA - Serious Medical Treatment
Male - age 73, moderate learning disability, mental health issues, psychosis

The Situation: The care home made a Speech and Language Therapy referral as the home noticed a change in the client's eating and drinking behaviours after returning from a hospital admission. The Speech and Language Therapist assessed that a PEG may be required as the client was aspirating (putting him at risk of potentially life-threatening chest infections), however was unsure if this would be in his best interests.

Planned outcome: A decision needed to be made whether it was in the client's best interests to have a PEG fitted.

What happened: The advocate consulted the Speech and Language therapist to obtain a better understanding of her assessment, the risks she identified, the impact that having a PEG fitted may have and her views. The advocate also spoke with two members of care home staff who know the client well, to discuss what was important to the client, how they felt he would respond to having a PEG fitted and what their views were. It was explained that the client currently really enjoys his food and drink and many of his usual daily activities and routines revolve around food. It was discussed that he may not understand why other residents were allowed food, but he could not, and the distress this could cause. The advocate met with the client in the garden and simply explained the current risks, what a PEG is and why it was being considered for him, pictures were used to aid communication and time was spent trying to obtain the client's views and wishes. The client expressed, 'no, not having that, I'm sound', 'don't get no pain when eat' and 'don't want one, I'm alright'. The advocate sent a detailed report to the GP, who was the decision maker, with many points that needed to be considered when making the best interest decision.

Barriers: delays caused in visiting due to COVID symptoms in the care home

Positive outcomes: Client had the opportunity to express views to someone independent of providing his care. The clients views, wishes, wellbeing and quality of life remained at the centre of the best interest decision.

Was the outcome achieved? Yes, a best interest decision was made.

Victim of Crime Advocacy (VOCAS)

During 2020 the effects of the pandemic on our Victims of Crime Advocacy Service meant we had to adapt the way we operate as a service. Initially we had to move our service to mainly phone and online delivery. Across Avon and Somerset a number of other services that we interact with went into emergency mode at the start of the first lockdown and therefore it became difficult for us to advocate for our clients on the issues that were affecting them. As the year progressed we were able to be more effective as services adapted and were able to respond to 'normal' working issues.

Despite the restrictions during 2020 we also had a substantial increase in the number of referrals to VOCAS. Under strict risk assessments were still conducting face-to-face visits e.g. for court visits for moral support, meetings with vulnerable clients or those with communication difficulties, and accompanying victims to solicitor/police appointments. However for a number of our clients living in lockdown, having to cope without their usual support systems had a detrimental effect on their mental health.

We experienced increased and longer calls with our clients and our advocates had to deal with people who were often distressed. We also experienced an increase in the number of safeguarding referrals we had to make due to people experiencing mental health crises.
Employees have reported the impact on them of having to deliver mental health support whilst working from home during the lockdowns. Additional support for advocates and discussion at team meetings plus training was undertaken to address this such as Mental Health First Aid and Safeguarding for our Victim Advocates.

Case Study:

Victim Advocacy
Male - 48yrs, mental health condition, depression, self-harm, suicidal thoughts, heart condition

The situation: The client had been in a domestic abusive relationship and then became a victim of financial fraud by his partner, who used his name to fraudulently access credit.

What happened: The client was feeling mentally unstable with his thoughts around what had happened to him. He was confused about why his ex -partner had done this to him. He felt humiliated and had lost his self-worth and identity as a confident man. He was still in shock about being in debt and did not know what to do about this. He did not know anything about the criminal justice process and felt very overwhelmed by it. He also felt confused about reporting his ex-partner as he still had feelings for her. The advocate helped him to: access knowledge around being in an abusive relationship; break down tasks into manageable chunks; understand his options and rights; communicate his thoughts to the Police and businesses he had been left owing money to and access further financial support. The advocate provided information and forms to access the civil courts to retrieve his money and a neutral platform to talk through his feelings. When the CPS wanted to close his case, the advocate gave the client information and helped him look at his options to ask for a review or accept their decision. Throughout the time the client was supported to feel more confident and reminded that it was not his fault that he had become a victim. Following a suicide attempt the advocate safeguarded him and helped him access services that supported him to get through the worst of being bereaved and a victim of crime.

Planned outcome:

- To support client to self-advocate with the Police.
- To obtain a prosecution.
- To help the client understand all his options regarding the crimes and understand about domestic abuse in his relationship.
- To help him protect himself in the future from becoming a repeat victim.
- To find help to resolve his financial situation and debt management.
- To help the client create a safety plan of who to call if he was feeling suicidal.
- To help the client to access mental health support around self-harm bereavement and suicide.

Barriers: CPS and police disagreed about the level of evidence for prosecution.

Case Study (continued)

Positive outcomes: The client removed most of the debt attached to his name and was hopeful he may get the rest back from the suspect from the civil courts if the Police were unsuccessful via a prosecution. The client did not commit suicide and accessed mental health support and was thankful that the advocate called that day as it saved his life.

Was the planned outcome achieved?

- The client was able to keep having a comfortable dialogue with the Officer in Charge and discuss anything he did not understand with the advocate. He was able to talk through options when he did not agree with the investigation outcome.
- The client was able to talk through some of the domestic abuse and identify what was abuse with the hope of avoiding abusive partners in the future.
- The client was signposted to the Freedom programme book to read through and supported to access debt and fraud support resulting in the majority of the debt removed from his name.
- The advocate helped the client to feel comfortable about calling the Samaritans when he was distressed and going back to the GP to ask for more help.
- The advocate helped to prevent the client from jumping off a roof and made safeguarding referrals to the appropriate agencies.

Living Well Advocacy Service (LWAS)

Our Living Well Advocacy Service funded by the National Lottery Fund has been operating since 2019 in Wiltshire. The Service supports people living with any long-term health condition to complete a Living Well Plan, which helps them to reflect on their past, make the most of their present and express preferences about important future decisions which may have to be made by someone else on their behalf.

Due to the pandemic and the nature of the service, the number of people that were able to engage with us was initially reduced, therefore SWAN adapted its service offering and continued to engage in ways that suited clients; for some this meant waiting until restrictions were lifted so that clients could engage with face to face meetings. Those people that did engage with us presented more complex cases. The effect of the pandemic meant that people were more acutely aware of the importance of future planning. People of all ages, both healthy and those with long term diagnoses became aware that they could be in hospital without any support network or visitors and be unable to communicate their needs and wishes. SWAN raised awareness of the Living Well plans to enable people to feel better prepared and less anxious. Our referrals reflect this wider need and we noted increased referrals from mental health professionals.

An example of cases:

- An 87-year-old woman wanted to make her Living Well Plan as she is worried about being in hospital and unable to speak up for herself. She has been in that position in hospital before and felt vulnerable and over-looked. She wanted to prepare the Living Well Plan to pack in her pre-packed hospital bag so that professionals may know what is important to her as a person and how to contact her sons.
- Completed a Living Well Plan for a 26 year old man referred via carer's support, who had epilepsy and aspersers and was considering a move to a supported living complex. Completing the Living Well Plan enabled his wishes to be heard during this process and to allow him to self-advocate with new members of employees without the need for the assistance of a family member.
- A 47-year-old woman referred herself to the LWAS after hearing a talk by a Living Well Advocate at an online Carers Support café. She was keen to make a Living Well Plan as she is a carer and feels it is important to make decisions about the future and feel content that people know her wishes and responsibilities.
- Completed a Living Well Plan for a 90-year-old woman who was living in a supported living complex and had become isolated from her family during lockdown. She requested copies of the LWP to share with her children and grandchildren and felt that these would allow her to reconnect with her family after the time that they had spent apart.

Living Well Advocacy Service (LWAS) (continued)

We also developed several other initiatives to respond to people's needs and try to reduce their social anxiety and isolation. Below are some examples of how we changed the way we work:

- Development of the 'Important Information' checklist to go in hospital bag distributed to all our clients.
- Raising awareness and signposting people to Covid assistance that was available locally.
- Increased telephone calls to offer support.
- Accepting and encouraging different referrals: people with relatives in care homes, homeless people, people with financial difficulties, helping to access to the foodbank.
- Keeping abreast of the new networks, covid response ventures, WhatsApp groups to help connect people to them.
- A move to virtual networking: carers cafes, forums, groups moving online to ensure we continued to promote the service where we could.

Other activities we undertook during second lockdown:

- Mental Wellbeing postcards sent to those we knew were socially isolated.
- Supporting people with low mood and poor mental health.
- Assisting clients with additional advocacy to help with issues that needed addressing.
- The First Wiltshire café hosted by SWAN and WSUN.
- The team decorate a Christmas tree at the Lacock Christmas tree festival based on theme of garden visits that had meant so much to people earlier in the year.

As our target group expanded we also took the opportunity to create an online presence for the project during the first lockdown and we continued to promote different elements of the service on social media throughout the year.

Community Money Advice, South Wiltshire

Community Money Advice is a volunteer led and delivered service. which was conceived as a result of the impact of COVID-19. The service provides free, non-judgemental support for people who are struggling with money or are in debt. We listen, and provide support, guidance and advice to help people find the best solutions to their money issues. The service is affiliated to the national Community Money Advice Service.

Every Victim Matters, Somerset, North Somerset and Bath & North East Somerset

In August Stand Against Racism and Inequality (SARI) named us as a specialist partner in the delivery of their Every Victim Matters service, funded by a grant from the National Lottery Fund. With fellow partners, The Diversity Trust, we provide training, information and empowerment sessions and help to ensure SARI increase their reach to LGBTQ+ and disabled people who face hate crime.

Working with Volunteers

With the onset of COVID-19 and the restrictions of the national lockdown in March 2020, the approach to working with volunteers needed to change and we temporarily ceased recruitment to respond to the pandemic and align the organisation. Many of our volunteer opportunities continued on a slimmed-down basis and we maintained for example, the Somerset relevant Persons Representative Volunteer, but reduced the some of the complex work within our Victims of Crime Advocacy Service. Although it had a slower start than would normally have been expected, SWAN continued with a new service offering for a Community Money Advice service, run completely by volunteers. From the twelve volunteers recruited, four of those also made significant contributions to mobilising the service.

The staff team changed in September 2020 and the decision was made to elevate the previous co-ordinator role into a managerial role that would take responsibility for developing a more integrated volunteer offer and programme. A volunteer manager was recruited and took up post in January 2021 and the position has been supported by supervising advocates in each of the teams. A new volunteer strategy was formulated to reflect new ways of working and acknowledgement that volunteers help us to grow our social value offer.

Working with Volunteers (continued)

Despite a third national lockdown being implemented from January 6th 2021, all services were able to induct the Volunteers who had already successfully completed the recruitment processes. Recruitment resumed across all services. This was supported by the Supervising Advocates in Living Well and VOCAS and the Team Managers covering the statutory contracts. Throughout the financial year, despite the lockdowns and reduced services, clients still received 213 volunteer hours, made up mainly by the Somerset services and the Living Well service.

In that time we recruited:

- 2 Volunteer Advocates 1 Volunteer Administrator– South Gloucestershire
- 2 Volunteer Advocates – LWAS
- 4 Volunteer Advocates – VOCAS
- 12 Volunteer Money Mentors – CMA

and had the following leavers:

- 3 LWAS
- 1 VOCAS
- 1 CMA

The pandemic changed SWAN's approach to volunteering and during this time some great steps forward have been made in developing a sustainable volunteer programme. Whilst some volunteers re-evaluated their roles and decided to step away from volunteering as SWAN changed its approach, others adapted and continued, and new people joined us. All volunteers receive comprehensive induction, training and supervision using methods applicable to a modern organisation with a greater digital offering.

What Other People Say About Us

Our approach is to work in true partnership with our funders and our clients and we strive to build the most productive relationships possible at all levels of the organisation. We welcome feedback and have a genuine desire to listen to our stakeholders and have transparent dialogue to create a working relationship that is beneficial to all parties involved. The comments below reflect the views of our stakeholders.

Statutory Contracts

"The contract has made a brilliant start; your engagement work has certainly made a big impact on referrals and we're happy to see great professional feedback about the advocates". Commissioning Officer, Bristol City Council.

"Natalie was good at advocating for the Service User and checked if there was anything they wanted to add/say. She was respectful and supportive. She had been available for regular zoom meetings with the SU which was important and beneficial to build a professional working relationship for both the safeguarding and care act assessment." Bristol City Council

"Really supportive advocate, really good. Goes above and beyond, gets a good current picture, he knows the person pretty well and has really gathered the information. He really gathers the essence and views of the person, it feels like the person is speaking rather than the advocate speaking, when he is speaking on someone's behalf". Somerset Local Authority

"Just to say thank you for supporting the client at the CTO meeting. He articulated himself extremely well and gave some very strong arguments as to why the CTO was not justified. I am certain that your support aided him in making his points and being heard, although the outcome was not what he wished". South Glos Local Authority

"Your guidance has always been excellent we have valued your input" IHCA Client

"Very efficient. Got into things straight away I was well impressed. Couldn't have done it without her". IMHA Client

Statutory Contracts (continued)

"Can't thank you enough for existing as an organisation. You have been invaluable". IMCA Client

"The advocate helped me achieve what I wanted and was very professional. I felt she 'had my back". Care Act Client

VOCAS

"You weren't joking about how quickly your team replies! Thank you very much, I'm sure the client is going to feel much more comfortable with a service that specialises with people like her". SARI

"Even though the situation hasn't changed the support I have had has been amazing. I really don't know how I would have got this far without them" Client

"Thank you for all your support and assistance, it helped me to be able to speak to someone experienced, and it helped to ease the pressure when I was pushed into a corner and didn't know how to get out of that corner. I felt that I was going nuts, it helped having someone to make the housing association and the council listen" Client

Living Well Advocacy Service

"My wife has Dementia and made a Living Well Plan in 2019 in the early stages of her illness. She would often get the Living Well Plan out herself occasionally to reminisce and look at pictures of her father. When she had a stroke in 2020, I realised the Living Well Plan would be useful to have with her in hospital. She has done the rounds of 4 different wards and used her Living Well Plan with employees on each ward. It gives them something to look at and talk about together with her and it is lovely to have the photos and the family history. She has undergone surgery, battled Coronavirus and is still in hospital. I have just requested 6 additional copies of her Living Well Plan as it is proving more useful than I imagined". Client

"Thank you so much. The new Carer saw the books you sent today- here's her message "Your mum had 2 books arrive about part of her life, and we had a lovely time talking about them ...what an interesting and amazing life". I'm really grateful to you. It's a great tool so people understand mum better now, as she's forgotten so much" Client

Volunteers

"The report was very detailed. You were able to gain the patient's trust very easily and quickly. You clearly have completed a lot of work in very short space of time and had the best interest of the patient from the very start". Somerset Social Worker

"One of our Wells clients had a very good result at a PIP appeal recently and he was very glad to have the help of an Advocate at the appeal hearing in Bristol. We asked for this at short notice so please do pass on our thanks". Citizens Advice Mendip

Demonstrating Our Outcomes

Throughout the delivery of our services, we strive to add value and measure outcomes to ensure that we can demonstrate how we meet the needs of our clients, stakeholders and partners. For example, our Bristol Act contract was required to provide 1590 hours in the first year. We provided 1712 hours in the first year thereby providing an extra 120 hours of advocacy support. Furthermore, in our Bristol Care Act contract, 100% of clients who completed outcomes forms felt able to express themselves and that their views had been listened to and acted upon, and 87.5% of people who completed our outcomes form felt enabled to better understand and be involved in their care and support planning and the decision-making processes. A further 75% stated that our advocacy services contributed to them achieving their personal outcomes.

Demonstrating Our Outcomes (continued)

Our quick feedback forms demonstrated that in South Gloucestershire 60% of professionals rated our service as excellent and 40% as good; this was echoed in Somerset and 0% of professionals across all of our contract areas rated our service as fair or poor.

In VOCAS outcomes surveys 93% of clients reported an improvement in their health and wellbeing; 73% reported being better able to cope with aspects of daily life. 87% reported an increase in feelings of safety and feeling better informed to act, and 50% reported an improved experience of the Criminal Justice System.

In our Living Well Advocacy Service, clients reported 'significant improvement' in:

- their ability to be in control of decisions affecting them
- feelings of being involved in their community
- levels of personal confidence
- their ability to access their rights

Our work to measure outcomes is on-going and each year presents us with more data to report on.

Public Benefit

The trustees consider that they have complied with their duty under the Charities Act 2011 to have regard to the public benefit guidance issued by the Charity Commission.

The advocacy services provided by Swan Advocacy directly benefit those in society who are at their most vulnerable, due to age, illness, disability, in poverty or are socially excluded or a situation that they find themselves in e.g. bereavement, victim of crime.

Swan works within its charitable objectives to support people to have a voice, to uphold their rights, to prevent discrimination and to gain the support and care that they need and are entitled too as well as resolve complaints, concerns and difficulties. As well as our direct beneficiaries a wide range of others in society in general benefit, including those who come into contact with and care for our direct beneficiaries.

Often the role the advocate has undertaken will influence and change working practice with statutory or other care providers thus benefiting the wider society and communities we work in.

We work with our commissioners to identify gaps in provision and any barriers to people receiving the support and care they are entitled too. We believe that it is important to promote the benefits of non-statutory services with our commissioners, in terms of early intervention, preventative support and building personal and community resilience.

In addition to supporting clients to find resolutions to issues, clients tell us that receiving advocacy support enables them to feel more empowered, take control of their lives and the learning of self-advocacy skills and approaches assists them in their future lives.

Financial Review, Reserves and Investment Policy

Details of Swan Advocacy's activities in 2020/21 is shown in the statement of financial activities on page 21.

We continue to win new business and retain existing business by providing high quality, effective, efficient and value for money services.

The Board have examined the charity's requirement for reserves considering the main risks facing the organisation, such as cover of costs that might arise from sudden end of contract and to ensure sufficient cash flow to finance current operation. Our continual regular forecasting will ensure we monitor income, expenditure and our reserves to ensure we meet changing obligations.

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Financial Review, Reserves and Investment Policy (continued)

Swan Advocacy holds cash in excess of working capital required within our CAF gold account. The amounts of interest earned during the year was £125 (2020 - £473). Our investment policy is such that we ensure that our excess working capital is available for use at all time

Future Plans

We believe the need for advocacy is important to protect and promote the rights of those least heard in society today and our current services and future plans are to further our service provision in the South West of England by building on the successes of 2020/21.

The operating environment does not stand still, and neither will SWAN. The pandemic, although challenging, has provided the opportunity for us to think differently and to become more creative with our ideas. By embracing new ways of doing things and being bold in our vision we aim to reach more people that we would have previously anticipated. We will work with clients and stakeholders to evaluate the current provision and co-produce new models of service delivery in readiness for contracts that are due for retender and ensure that we are well placed to bid for new services throughout the operating area. We also recognise that opportunities are often better sought collaboratively, and we will be pursing new partnerships with like-minded organisations to meet the needs of more people in a variety of different ways.

We have plans in place to ensure that the workforce continues to receive the best possible training from our Human Resource partners who will deliver a new ILM accredited management training programme for our middle managers later in 2021. Our SWAN Training Manager will continue to assess and train the workforce to ensure that SWAN is able to meet the requirements of the new Level 4 Independent Advocacy Qualification. To understand the impact of our services we will be developing more ways to assess our outcomes so that the services we deliver are informed by those that use them and for us to demonstrate the impact that our services have.

Swan Advocacy Network

Report of the Trustees
For the year ended 31st March 2021

Trustees Responsibilities

The trustees (who are also directors of Swan Advocacy Network for the purposes of company law) are responsible for preparing the Trustees' Report (incorporating the directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 income and expenditure, of the charitable company for that period.

In preparing those 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 United Kingdom accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in operational existence.

The trustees are responsible for maintaining proper accounting records which 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 auditors are unaware; and
- The Trustees have taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Signed on behalf of the Trustees

K R Howard

Ken Howard, Chair

Alan Guyver, Treasurer

24th November 2021

Swan Advocacy Network

"Independent Auditors' Report to the Trustees of SWAN Advocacy Network" For the year ended 31st March 2021

Opinion

We have audited the financial statements of Swan Advocacy Network for the year ended 31 March 2021 which comprise Statement of Financial Activities, the Balance Sheet, the 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 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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 Swan Advocacy
Network's ability to continue as a going concern for a period of at least 12 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 annual report, including the trustees' 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

Swan Advocacy Network

"Independent Auditors' Report to the Trustees of SWAN Advocacy Network" For the year ended 31st March 2021

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' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' 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 where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- 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;
- the trustees 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' report and from the requirement to prepare a strategic report.

Responsibilities of the Trustees

As explained more fully in the Trustees' Responsibilities Statement, set out on page 17, 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 they 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.

Auditors' 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 is detailed below:

Swan Advocacy Network

"Independent Auditors Report to the Trustees of SWAN Advocacy Network" For the year ended 31st March 2021

Identifying and assessing potential risks of material misstatement due to irregularities

We considered the following when identifying and assessing risks of material misstatement due to irregularities, including fraud and non-compliance with laws and regulations:

- the legal and regulatory framework in which the charitable company operates
- the sector in which the charitable company operates
- the control environment and controls established to mitigate such risks
- the results of our enquiries of management about their identification and assessment of risks of irregularities
- discussions with the audit engagement team about where fraud might occur
- the incentives for fraud.

Laws and regulations which are considered to be significant to the charitable company include those relating to the requirements of financial reporting framework FRS102, the Companies Act 2006, the Charities Act 2011, UK tax legislation, employment law and health and safety. In addition, we consider other laws and regulation which may not directly impact the financial statements but may impact on the operation of the charitable company.

As a result of these procedures we concluded, in accordance with International Auditing Standards, that a risk in relation to the potential for management override of controls existed.

Audit responses to risks identified

We undertook audit procedures to respond to the risks identified, and designed our audit testing to respond to these risks. The additional procedures we undertook included the following:

- gaining an understanding of the charitable company's procedures for ensuring compliance with laws and regulations
- testing the appropriateness of journal entries and other adjustments
- considering whether accounting estimates were indicative of potential bias
- considering whether any transactions arose outside the normal course of business
- making enquiries of management
- corroborating our enquiries through review of Board Minutes and correspondence.

We also communicated relevant laws and regulations and potential fraud risks to all engagement team members and remained alert to any indicators of fraud or non-compliance with laws and regulations throughout the audit.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities.

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.

Alexandra Shore

Alexandra Shore FCA DChA Senior Statutory Auditor
For and on behalf of A C Mole Chartered Accountants and Statutory Auditor
Stafford House
Blackbrook Park Avenue
Taunton Somerset TA1 2PX

Date: 24 November 2021

Swan Advocacy Network

Statement of Financial Activities
(Incorporating the Income and Expenditure Account)
for the Year Ended 31 March 2021

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
Income from:					
Donations and legacies		779	-	779	222
Charitable activities:					
Revenue contracts and grants	3	1,228,834	133,596	1,362,430	1,380,390
Fee income		162,678	-	162,678	156,509
Investment income	2	125	-	125	473
Other income		25,348	-	25,348	21,661
Total income		**1,417,764**	**133,596**	**1,551,360**	**1,559,255**
Expenditure on:					
Raising funds	4	551	-	551	3,271
Charitable activities	4	1,252,262	127,169	1,379,431	1,513,066
Total expenditure		**1,252,813**	**127,169**	**1,379,982**	**1,516,337**
Net income		164,951	6,427	171,378	42,918
Transfers between funds	10	-	-	-	-
Net movement in funds		164,951	6,427	171,378	42,918
Reconciliation of funds					
Total funds at 1 April 2020		362,637	-	362,637	319,719
Total funds at 31 March 2021	10	**527,588**	**6,427**	**534,015**	**362,637**

All of the charity's operations are classed as continuing. The charity has no recognised surpluses or deficits other than the net income for the year. The movement on reserves is shown above.

The notes shown on pages 24 to 33 form part of these financial statements.

Swan Advocacy Network

Registered Company Number: 06599429

Balance Sheet
as at 31 March 2021

	Notes	31 March 2021 £	£	31 March 2020 £	£
Fixed Assets					
Tangible assets	6		10,785		7,143
Investments	7		1		1
			10,786		7,144
Current Assets					
Debtors	8	114,388		136,302	
Cash at bank and in hand		472,975		282,617	
		587,363		418,919	
Creditors					
Amounts falling due within one year	9	64,134		63,426	
		64,134		63,426	
Net Current Assets			523,229		355,493
Total Assets Less Current Liabilities			**534,015**		**362,637**
The Funds of the Charity:					
Unrestricted Funds	10		527,588		362,637
Restricted Funds	10		6,427		-
Total Charity Funds	10		**534,015**		**362,637**

These accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and with the Financial Reporting Standard 102.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The financial statements were approved by the Trustees and signed their behalf by:

K R Howard

Ken Howard
Chair of Trustees

Alan Guyver
Treasurer

Date: 24th November 2021

The notes shown on pages 24 to 33 form part of these financial statements.

Swan Advocacy Network

Statement of Cash Flows
as at 31 March 2021

	Notes	31 March 2021 £	31 March 2020 £
Cash flows from operating activities			
Net cash provided by operating activities	15a	200,835	51,731
Cash flows from investing activities			
Interest from investments		125	473
Purchase of equipment		(10,602)	(6,715)
Net cash (used in) investing activities		(10,477)	(6,242)
Change in cash in the reporting period		190,358	45,489
Cash at the beginning of the reporting period		282,617	237,128
Cash at the end of the reporting period	15b	472,975	282,617

The notes shown on pages 24 to 33 form part of these financial statements.

1. Accounting Policies

a. Accounting convention
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) (issued October 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102) and the Charities Act 2011. The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless stated otherwise within these notes.

b. Public benefit entity
Swan Advocacy meets the FRS102 definition of a public benefit entity.

c. Going concern
The financial statements have been prepared on a going concern basis as the trustees consider that the charity has adequate resources to continue in operational existence for the foreseeable future.

d. Income

i) Voluntary income
Voluntary income received by way of donations and gifts is included in full in the Statement of Financial Activities ("SOFA") when received.

ii) Revenue contracts and grants
Revenue grants are recognised in the period in which they are receivable. Contract income is recognised in the period in which it is receivable and when the contract service has been provided. Contract income received in advance is deferred.

e. Expenditure
The charity's cost of operating includes staff costs, rent and other related costs. Such costs are allocated between charitable activities, fundraising and support costs. All costs are accounted for on an accruals basis. Costs include attributable VAT which cannot be recovered.

Costs are allocated to different activities on the basis of staff time spent in each type of activity.

f. Pension costs
The charity contributes amounts between 3% and 6% of salary to individual personal pension arrangements for members of staff. The pension cost represents the employer contributions payable by the charity to these funds.

g. Tangible fixed assets
Fixed assets are capitalised and depreciated over their estimated useful lives. The rates applicable are as follows:

- Office Equipment 20% on cost
- Computer Equipment 33% on cost

Fixed assets are reviewed for impairment if evidence comes to light that the recoverable amount of a functional fixed asset is below its net book value.

h. Leases
Rentals payable under operating leases are taken to the statement of income and expenditure on a straight-line basis over the lease term.

1. Accounting Policies (Continued)

i. Funds

The charity maintains various types of funds as follows:

- Restricted funds are those which are used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.
- Unrestricted funds are funds which are expendable at the discretion of Trustees in furtherance of the objects of the charity.
- Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

j. Debtors

Debtors are measured at the amounts the charity anticipates it will receive from a debt. Prepayments are valued at the amount prepaid.

k. Cash at bank and in hand

Cash at bank and in hand includes cash and cash on deposit.

l. Creditors

Creditors are recognised when the charity has an obligation to transfer economic benefits to a third party. Creditors are usually recognised at their settlement amount or the amount received as an advance payment for goods or services it must provide.

m. 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.

n. Consolidated financial statements

The financial statements are single entity accounts. The charity is exempt from the requirement to prepare group accounts as it qualifies as a small group. The subsidiary company is currently dormant.

2. Investment Income

	Total 2021 £	Total 2020 £
Bank and other interest receivable	125	473

3. Income: Revenue Contracts and Grants

	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Contracts	1,228,834	35,724	1,264,558	1,283,461
Grants	-	97,872	97,872	96,929
	1,228,834	133,596	1,362,430	1,380,390

In 2020 contracts and grants of £96,929 were in Restricted Funds.

4. Expenditure

	Staff Costs	Other Costs	Depreciation	Total 2021	Total 2020
	£	£	£	£	£
Fundraising and Publicity	-	551	-	551	3,271
Charitable Activities	1,164,039	208,432	6,960	1,379,431	1,513,066
Total Expenditure	**1,164,039**	**208,983**	**6,960**	**1,379,982**	**1,516,337**

In 2020 the analysis was £1,280,765 staff costs, £228,908 other costs and £6,664 depreciation.

Expenditure is stated after charging:

	2021	2020
	£	£
Depreciation	6,960	6,664
Trustee indemnity insurance	497	658
Audit fee - predecessor firm	-	3,500
Auditor	6,300	-
Operating lease rentals - property	32,625	31,574
Operating lease rentals - equipment	-	2,220

Staff costs:

	2021	2020
	£	£
Wages and salaries	990,869	1,028,566
Social security costs	70,395	67,942
Pension costs	50,724	50,502
Travel	14,243	105,936
Recruitment and training	27,808	27,819
Redundancy	10,000	-
	1,164,039	1,280,765

Analysis of governance and support costs

	Staff costs	Other costs	Governance	Total
	£	£	£	£
Wages and salaries	1,155,464	-	8,575	1,164,039
General office costs	-	209,643	-	209,643
External audit and accountancy fees	-	-	6,300	6,300
	1,155,464	209,643	14,875	1,379,982

The charity identifies the costs of its support function and governance.
Wages and salaries are allocated to specific activities on the basis of time.
General office costs are either allocated directly to specific activities or apportioned on the basis of time.
Support costs and governance activities are ultimately apportioned across the fundraising and publicity activities and charitable activities.

The key management personnel of the charity comprise the trustees, Chief Executive, Director of Operations, Director of Income Generation and Director of Finance and Central service. The total employee benefits of the key management personnel is £151,298 (2020: £127,402).

4. Expenditure (continued)

The average monthly number of employees (employee head count) during the period was 60 (2020: 64).

Employees are involved in advocacy work, management, administration and fundraising.

No employee earned more than £60,000 (2020: none).

In addition to the employed staff SWAN is dependent on volunteer advocates to provide its service during the year. Volunteers undertake a variety of roles within Swan Advocacy and contribute their time, skills and experience for the benefit of the organisation and its beneficiaries. Primarily volunteers are advocates supporting clients on a 121 basis to resolve their particular issues and ensure their rights are protected and their voices heard. Volunteers also undertake other tasks such as administration, marketing and fundraising. Volunteers add significant value to the services delivered by Swan and enrich the organisation through their diverse skills, experiences and interests.

No Trustee received any remuneration for services as a Trustee (2020: none). Travel and meeting expenses for 1 Trustee of £164 (2020: 8 Trustees - £1,856) were incurred during the year.

No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during this period or last year.

The charity paid pension contributions to a range of personal pension funds on behalf of staff members. All of these schemes are defined contribution schemes where both the employer and the employee make contributions. At the year end contributions of £6,430 (2020: £6,452) were unpaid.

The charity has total commitments under operating leases expiring as follows:

	Premises		Equipment	
	2021	2020	2021	2020
Less than 1 year	£25,053	£16,968	-	£2,220
1 to 5 years	£2,750	£16,164	-	-

5. Taxation

SWAN Advocacy Network is a registered charity and as such is not liable for taxation on any surplus from its charitable activities.

6. Fixed Assets

	Office Equipment £	Computer Equipment £	Total £
Cost			
At 1 April 2020	12,245	58,056	70,301
Additions	280	10,322	10,602
Eliminated on disposal	-	-	-
At 31 March 2021	12,525	68,378	80,903
Depreciation			
At 1 April 2020	9,218	53,940	63,158
Charge for year	987	5,973	6,960
Eliminated on disposal	-	-	-
At 31 March 2021	10,205	59,913	70,118
Net Book Value			
At 31 March 2021	2,320	8,465	10,785
At 31 March 2020	3,027	4,116	7,143

7. Investments

	2021	2020
	£	£
Investment in subsidiary	1	1
	1	1

The subsidiary company, Swan Training Services Limited, has never traded and is dormant.
It has assets of £1, being 1 £1 ordinary share.

8. Debtors

	2021	2020
	£	£
Trade debtors	101,643	118,464
Prepayments and accrued income	12,745	17,838
	114,388	136,302

9a. Creditors: Amounts falling due within one year

	Note	2021	2020
		£	£
Trade creditors		6,934	7,796
Other tax and social security costs (including pensions)		25,293	26,285
Accruals		6,407	4,345
Deferred income	9b	25,500	25,000
		64,134	63,426

9b. Deferred Income

	At 1 April 2020	Deferred in year	Released in year	At 31 March 2021
	£	£	£	£
Somerset Contract	25,000	25,500	(25,000)	25,500
	25,000	25,500	(25,000)	25,500

Contract income received in advance is deferred.

10. Description of Funds

	As at 01 April 2020 £	Received in period £	Expensed in period £	Transferred 31 March 2021 £	As at 31 March 2021 £
Restricted Funds					
National Lottery Fund (LWAS)	-	97,872	(96,300)	-	1,572
National Lottery Fund (CMA)	-	26,014	(26,014)	-	-
Wiltshire Community Foundation (CMA)	-	9,710	(4,855)	-	4,855
Total Restricted Funds	-	133,596	(127,169)	-	6,427
Unrestricted Funds	362,637	1,417,764	(1,252,813)	-	527,588
Total Unrestricted Funds	362,637	1,417,764	(1,252,813)	-	527,588
Total Funds	362,637	1,551,360	(1,379,982)	-	534,015

Restricted Funds

The National Lottery Reaching Communities Fund – Living Well Advocacy Service

SWAN received funding from The National Lottery Reaching Communities funding programme. This will fund the "Living Well Advocacy Service" project, this project helped Swan extend and enhance its service to people with long term health conditions.

The grant will fully fund the project, including salaries costs as well as training, equipment, and overheads.

The National lottery COVID response fund – Community Money Advice

SWAN received funding from The National Lottery COVID response fund. This partially funded a pilot of the Community Money Advice South Wiltshire project, the project provides free, non-judgemental support for people who are struggling with money or are in debt.

Wiltshire Community Foundation – Community Money Advice

SWAN received funding from Wiltshire Community Foundations, Coronavirus Response & Recovery Grant. This partially funded a pilot of the Community Money Advice South Wiltshire project, the project provides free, non-judgemental support for people who are struggling with money or are in debt.

Unrestricted Funds

The unrestricted funds comprises the accumulated surpluses and deficits which have neither been restricted by conditions imposed by donors, nor have been designated by the trustees for specific purposes.

11. Description of Funds - Comparative year ended 31 March 2020

	As at 01 April 2019 £	Received in period £	Expensed in period £	Transferred 31 March 2020 £	As at 31 March 2020 £
Restricted Funds					
Big Lottery Fund (LWAS)	-	96,929	(96,929)	-	-
St John's Foundation	2,571	-	(2,571)	-	-
Total Restricted Funds	2,571	96,929	(99,500)	-	-
Unrestricted Funds	317,148	1,462,326	(1,416,837)	-	362,637
Total Unrestricted Funds	317,148	1,462,326	(1,416,837)	-	362,637
Total Funds	319,719	1,559,255	(1,516,337)	-	362,637

Restricted Funds

Big Lottery Fund Reaching Communities Fund

Swan received funding from the Big Lottery Fund's Reaching Communities funding programme. This will fund the "Living Well Advocacy Service" project, this project helped Swan extend and enhance its service to people with long term health conditions.

The grant will fully fund the project, including salaries costs as well as training, equipment and overheads.

St John's Foundation

Swan received funding from the St John's Foundation. This will help to fund the "Be Heard in BaNES" project, which will work alongside BaNES residents with moderate mental health problems - supporting individuals and groups to develop key self and peer advocacy skills.

Unrestricted Funds

The unrestricted funds comprises the accumulated surpluses and deficits which have neither been restricted by conditions imposed by donors, nor have been designated by the trustees for specific purposes.

12. Analysis of Net Assets between Funds

Fund balances as at 31 March 2021 are represented by:

	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Fixed Assets	10,786	-	10,786
Current Assets	580,936	6,427	587,363
Creditors: amounts falling due within one year	(64,134)	-	(64,134)
	527,588	6,427	534,015

Fund balances as at 31 March 2020 are represented by:

	Unrestricted Funds £	Restricted Funds £	Total 2020 £
Fixed Assets	7,144	-	7,144
Current Assets	418,919	-	418,919
Creditors: amounts falling due within one year	(63,426)	-	(63,426)
	362,637	-	362,637

13. Capital Commitments

The Charity had no capital commitments at 31 March 2021 (2020: Nil).

14. Statement of Financial Activities - Comparative year ended 31 March 2020

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £	Total Funds 2019 £
Income from:					
Donations and legacies		222	-	222	935
Charitable activities:					
Revenue contracts and grants		1,283,461	96,929	1,380,390	1,117,827
Fee income		156,509	-	156,509	158,988
Investment income		473	-	473	381
Other income		21,661	-	21,661	22,313
Total income		**1,462,326**	**96,929**	**1,559,255**	**1,300,444**
Expenditure on:					
Raising funds		3,271	-	3,271	2,500
Charitable activities		1,413,566	99,500	1,513,066	1,328,656
Total expenditure		**1,416,837**	**99,500**	**1,516,337**	**1,331,156**
Net income / (expenditure)		45,489	(2,571)	42,918	(30,712)
Transfers between funds		-	-	-	-
Net movement in funds		45,489	(2,571)	42,918	(30,712)
Reconciliation of funds					
Total funds at 1 April 2019		317,148	2,571	319,719	350,431
Total funds at 31 March 2020		**362,637**	**-**	**362,637**	**319,719**

15. Notes to the cash flow statement

a. Reconciliation of net income to net cash flow from operating activities

	31 March 2021	31 March 2020
Net income for the reporting period as per the Statement of Financial Activities	171,378	42,918
Adjustments for:		
Depreciation	6,960	6,664
Interest from investments	(125)	(473)
Decrease in debtors	21,914	31,514
Increase / (decrease) in creditors	708	(28,892)
Net cash generated by operating activities	200,835	51,731

b. Reconciliation of net cashflow to movement in net funds

	31 March 2021	31 March 2020
Increase in cash in the period	190,358	45,489
Net Funds at 1 April 2020	282,617	237,128
Net funds at 31 March 2021	472,975	282,617

c. Analysis of net funds

	Balance 1 April 2020	Cash flow	Balance 31 March 2021
Cash at bank and in hand	282,617	190,358	472,975
	282,617	190,358	472,975

16. Covid-19 Pandemic

In Spring 2020 the Covid-19 pandemic emerged as a global threat. Governments initiated measures to contain the spread of the virus. The United Kingdom went into emergency lockdown and there are significant restrictions on the movement of people and social distancing. The virus has impacted on the charity's ability to operate as we would under normal circumstances.

Swan Advocacy primarily delivers statutory services to local authorities and does not rely on the general public for fundraising activities or donations. While the charity has had to change the way it delivers services, the impact of the Covid-19 pandemic has not been severe. Swan Advocacy has £472,975 of bank balances as at 31 March 2021 and £534,015 of net assets.

The Trustees and senior management are working to minimise the challenges facing the Charity and are confident that we will be able to overcome the short-term operational differences that currently affect the Charity.