



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 Mr Alan Guyver Mr Peter Curbishley Mr John Leyden Mr Peter Harding Mrs Lynda Corwin Ms Claire Tough	Chair Treasurer (Appointed 25/11/2020) (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.



Ken Howard, Chair

24th November 2021

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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.

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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.

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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.

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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.

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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.

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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.

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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 client's 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.

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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.

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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.

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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.

Swan Advocacy Network
Report of the Trustees
For the year ended 31st March 2021

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

Swan Advocacy Network
Report of the Trustees
For the year ended 31st March 2021

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.

Swan Advocacy Network
Report of the Trustees
For the year ended 31st March 2021

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.

Swan Advocacy Network
Report of the Trustees
For the year ended 31st March 2021

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 pursuing 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.

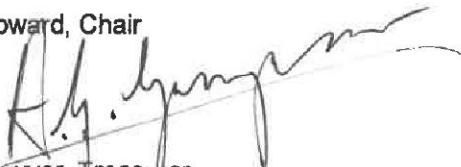
In so far as the Trustees are aware:

- 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



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	<u>1</u>	<u>1</u>
		10,786	7,144
Current Assets			
Debtors	8	114,388	136,302
Cash at bank and in hand		<u>472,975</u>	<u>282,617</u>
		587,363	418,919
Creditors			
Amounts falling due within one year	9	<u>64,134</u>	<u>63,426</u>
		64,134	63,426
Net Current Assets		<u>523,229</u>	<u>355,493</u>
Total Assets Less Current Liabilities		<u>534,015</u>	<u>362,637</u>
The Funds of the Charity:			
Unrestricted Funds	10	527,588	362,637
Restricted Funds	10	<u>6,427</u>	<u>-</u>
Total Charity Funds	10	<u>534,015</u>	<u>362,637</u>

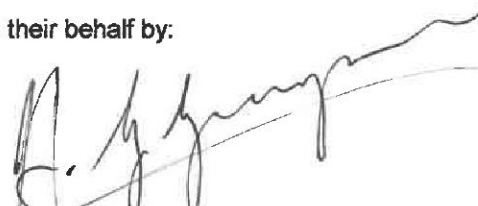
These accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and with the Financial Reporting Standard 102.

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:



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		<u>(10,477)</u>	<u>(6,242)</u>
Change in cash in the reporting period		<u>190,358</u>	<u>45,489</u>
Cash at the beginning of the reporting period		282,617	237,128
Cash at the end of the reporting period	15b	<u><u>472,975</u></u>	<u><u>282,617</u></u>

The notes shown on pages 24 to 33 form part of these financial statements.

Swan Advocacy Network

Notes to the Financial Statements for the Year Ended 31 March 2021

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.

Swan Advocacy Network

Notes to the Financial Statements for the Year Ended 31 March 2021

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
	<u>1,228,834</u>	<u>133,596</u>	<u>1,362,430</u>	<u>1,380,390</u>

In 2020 contracts and grants of £96,929 were in Restricted Funds.

Swan Advocacy Network

Notes to the Financial Statements for the Year Ended 31 March 2021

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).

Swan Advocacy Network

Notes to the Financial Statements for the Year Ended 31 March 2021

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	<u>12,525</u>	<u>68,378</u>	<u>80,903</u>
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	<u>10,205</u>	<u>59,913</u>	<u>70,118</u>
Net Book Value			
At 31 March 2021	<u>2,320</u>	<u>8,465</u>	<u>10,785</u>
At 31 March 2020	<u>3,027</u>	<u>4,116</u>	<u>7,143</u>

Swan Advocacy Network

Notes to the Financial Statements for the Year Ended 31 March 2021

7. Investments

	2021 £	2020 £
Investment in subsidiary	1	1
	<u>1</u>	<u>1</u>

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
	<u>114,388</u>	<u>136,302</u>

9a. Creditors: Amounts falling due within one year

	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	25,500	25,000
	<u>64,134</u>	<u>63,426</u>

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
	<u>25,000</u>	<u>25,500</u>	<u>(25,000)</u>	<u>25,500</u>

Contract income received in advance is deferred.

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Notes to the Financial Statements for the Year Ended 31 March 2021

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.

Swan Advocacy Network

Notes to the Financial Statements for the Year Ended 31 March 2021

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.

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Notes to the Financial Statements for the Year Ended 31 March 2021

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)
	<u>527,588</u>	<u>6,427</u>	<u>534,015</u>

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)
	<u>362,637</u>	<u>-</u>	<u>362,637</u>

13. Capital Commitments

The Charity had no capital commitments at 31 March 2021 (2020: Nil).

Swan Advocacy Network

Notes to the Financial Statements for the Year Ended 31 March 2021

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

Swan Advocacy Network

Notes to the Financial Statements for the Year Ended 31 March 2021

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	<u>200,835</u>	<u>51,731</u>

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	<u>472,975</u>	<u>282,617</u>

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
	<u>282,617</u>	<u>190,358</u>	<u>472,975</u>

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.