THE WILF WARD FAMILY TRUST

England & Wales · Charity number 1140852

Details

Other names	WWFT
Status	Registered
Legal form	Charitable company
Company number	07568318
Registered	2011-03-22
Register	View on the Charity Commission register

Contact

Address	Westgate House 5 Westgate Pickering North Yorkshire YO18 8BA
Phone	01751474740
Email	info@wilfward.org.uk
Website	www.wilfward.org.uk

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Activities

Objects: A) TO RELIEVE THE NEEDS AND PROMOTE, SUPPORT AND IMPROVE THE LIVES, INDEPENDENCE AND LIFE CHANCE OPPORTUNITIES FOR CHILDREN, ADULTS AND OLDER PEOPLE RESIDENT PRINCIPALLY IN THE YORKSHIRE AND HUMBER AND NORTH EAST REGIONS OR ELSEWHERE IN THE UNITED KINGDOM WHO AS A RESULT OF THEIR ILL HEALTH OR DISABILITY RELATING TO THEIR PHYSICAL, LEARNING OR MENTAL HEALTH REQUIREMENTS ARE UNABLE TO MEET THEIR OWN NEEDS OR ACHIEVE THEIR AMBITIONS BY PROVIDING THEM WITH SUPPORT OR CARE OR ACCOMMODATION OR ANY COMBINATION OF THESE;B) TO RELIEVE THE NEEDS AND PROMOTE THE ENABLEMENT OF ADULTS RESIDENT IN THAT GEOGRAPHICAL AREA WITH COMPLEX DISADVANTAGES OR BARRIERS TO WORK AND/OR WHO AS A RESULT OF THEIR ILL HEALTH OR DISABILITY RELATING TO THEIR PHYSICAL, LEARNING OR MENTAL HEALTH REQUIREMENTS ARE UNABLE TO MEET THEIR OWN NEEDS OR ACHIEVE THEIR AMBITIONS BY THE PROVISION OF:- WORK, EMPLOYMENT, OCCUPATIONS AND ACTIVITIES PROVIDED BY THE COMPANY OR AT ITS DIRECTION AND WITH ITS SUPPORT. - TRAINING AND ADVICE, AND ADVOCACY SERVICES;C) TO PROVIDE RELIEF TO CARERS THROUGHOUT THAT GEOGRAPHICAL AREA BY THE PROVISION OF APPROPRIATE RESIDENTIAL, SHORT BREAK, COMMUNITY SERVICES AND OTHER IDENTIFIED SUPPORT NEEDS FOR THE CHILD, ADULT OR OLDER PERSON WITH A DISABILITY;D) THE PROMOTION OF INDEPENDENCE, HEALTH, WELLBEING AND SOCIAL INCLUSION AMONGST PEOPLE IN THE SAME GEOGRAPHICAL AREA IN NEED OF SUPPORT BY REASON OF AGE, ILL-HEALTH, DISABILITY, FINANCIAL HARDSHIP OR OTHER DISADVANTAGE BY THE PROVISION OF TRANSPORT, DELIVERY OF GOODS, OUTINGS AND SOCIAL TRIPS, DOMESTIC / HOUSEKEEPING TASKS AND ANY OTHER SIMILAR SERVICES AS DIRECTORS MAY FROM TIME TO TIME DETERMINE; ANDE) SUCH OTHER CHARITABLE PURPOSES FOR THE BENEFIT OF THE PUBLIC OF THE SAME GEOGRAPHICAL AREA AS DIRECTORS MAY FROM TIME TO TIME DETERMINE.

Activities: The Trust delivers supported living, short breaks, residential care, direct payments support agencies and community domiciliary care services across Yorkshire for children, adults and older people. The Trust also provides vocational training and work placements through its cafe. The ethos of the organisation is to promote independence, choice and control for all people using its services.

Classification

- **How:** Provides Services
- **What:** Disability, Accommodation/housing, Economic/community Development/employment
- **Who:** Children/young People, Elderly/old People, People With Disabilities

Geography

- City Of York
- East Riding Of Yorkshire
- Leeds City
- North Yorkshire

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Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£25,798,575	£27,784,710	£21,985,351	870
2024-03-31	£26,246,557	£27,514,574	£23,897,073	848
2023-03-31	£22,779,787	£23,901,157	£24,576,842	820
2022-03-31	£21,340,753	£20,463,253	£26,500,236	793
2021-03-31	£20,376,637	£19,073,673	£25,380,622	805

Trustees

Name	Role	Appointed
KEITH RAMSAY	Chair	2025-05-16
Alexander Roydon Trigg		2023-02-24
Alison Hall		2026-01-23
Ian Michael Howard		2025-05-16
Josephine Mary Mennell		2020-08-14
Marianne Dairion Betts		2021-12-10
Oliver Edward Colling		2023-02-24
Professor Rachel Emma Wicaksono		2024-05-17
Stella Margaret Cheetham		2025-05-16

Linked charities

- THE WILF WARD FAMILY TRUST 1986 (1140852-1)

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THE WILF WARD FAMILY TRUST

England & Wales - Charity number 1140852

Accounts

Registered number: 07568318
Charity number: 1140852

THE WILF WARD FAMILY TRUST

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

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THE WILF WARD FAMILY TRUST

(A company limited by guarantee)

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THE WILF WARD FAMILY TRUST

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2025

Trustees

Professor Dianne Willcocks CBE, Chair
Josephine M Mennell, Vice Chair
Marianne D Betts
Anna E Boaden
Helen M Burke, Vice-Chair (resigned 3 June 2024)
Andrew C Chang (resigned 1 June 2024)
Stella M Cheetham (appointed 16 May 2025)
Oliver E Colling
Ian M Howard (appointed 16 May 2025)
Keith Ramsay (appointed 16 May 2025)
Roger J Stocker (resigned 1 April 2024)
Alex R Trigg
Dr Justine Stephenson (Justine D Walker)
Professor Rachel Wicaksono (appointed 17 May 2024)

The Trustees would like to thank Helen Burke, Andrew Chang,and Roger Stocker for their commitment, support,and service as Trustees.

Company registered number

07568318

Charity registered number

1140852

Registered office

Westgate House, 5 Westgate, Pickering, North Yorkshire, Y018 8BA

Company secretary

Deborah Lewis-Bynoe (appointed 26 February 2024)
Paul McCay

Founder Trustees

Wilfred Ward OBE (17 November 1916 - 19 January 2005)
Phyllis Ward (28 February 1921 - 19 December 2009

Independent Auditor

BHP LLP, Rievaulx House, 1 St Mary's Court, Blossom Street, York, YO24 1AH

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2025

Bankers

Barclays Bank Plc, Ryedale Group of Branches, P O Box 10, Malton, North Yorkshire, YO17 0ER

Barclays Bank provides the Trust with banking facilities and has worked closely with senior management to meet the Trust's requirements.

Solicitors

Ward Haddaway, Sandgate House, 102 Quayside, Newcastle Upon Tyne, NE1 3DX
Anthony Collins, 134 Edmund Street, Birmingham B3 2ES

Joint Investment Advisors

J M Finn & Co, 4th Floor, 33 Park Place, Leeds, LS1 2RY

Rathbones (formerly Investec Wealth & Investment), PO Box 1965, Liverpool, L69 3HU

Brewin Dolphin, 10 Wellington Place, Leeds, LS1 4AN

J M Finn & Co, Rathbones and Brewin Dolphin continue to work closely with the Trustees to report on the benchmarking requirements set for investments and achieve the best potential returns on investment.

IT Advisors

FluidOne Business IT, Systems House, Shepcote Office Village, 333 Shepcote Lane, Sheffield, S9 1TG

Insurance

PIB Insurance Brokers, Poppleton Grange, Low Poppleton, York, YO26 6GZ

PIB Insurance Brokers source insurance products and advise the Trust to ensure the Trust is covered for all potential liabilities.

Executive Leadership Team

Paul Mc Cay	Chief Executive	
Deborah Lewis-Bynoe	Director of Resources	
Laura Parker	Director of Operations	(leaving date 2 August 2024)
Martin McGuigan	Director of Operations	(appointed 4 November 2024)
Felicity Simpkin	Director of Transformation	(appointed 22 January 2025)

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CHAIR'S AND CHIEF EXECUTIVES'S STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

Chair's Welcome

In this my final year as Chair of The Wilf Ward Family Trust, I am pleased to introduce this report which evidences a proud, values-led organisation which continues to navigate the troubled territory of social care with a clear purpose and with professional integrity. This 2024-25 account confirms the contribution that we make to supporting extraordinary lives both for those who work with us and for those who make their home in our services – in a context of exceptional challenge and turbulence, for care providers. At Wilf Ward, a relentless focus on the quality of leadership, in the senior team and across our services, has been pivotal in maintaining standards and promoting a culture of dignity and respect, thus contributing to our ambitious agenda for securing full citizenship for the individuals we support.

And whilst the financial outturn remains disappointing, notable progress can be claimed in key areas: the language and practice of co-production has become the norm for policy development, with our individuals and staff teams now visibly helping to shape future plans; our public profile has been strengthened by important partnership working and stakeholder engagement; and a significant revisiting of service viability and the scoping of new opportunities set against projected future demands has addressed, in part, difficulties imposed by commissioning shortfalls. Alongside routine oversight of performance & development, a fresh approach to risk appetite and risk management has been welcomed by Trustees – together with a restructuring of governance arrangements and the strengthening of committees with significant Independent Committee Member appointments.

Importantly, this year has also seen the confirming and wider sharing of our strategic ambitions to secure the next phase of development for Wilf Ward Family Trust. As the clamour of public voices for revisiting the nation's policy approach to social care grows ever louder, together with the related matter of appropriate financial underpinning, we recognise that creating new value-for-money delivery vehicles will be warmly received and we anticipate that new ways of working in partnership will be one route to achieving this desired outcome.

The continuing journey towards creating a fully inclusive Board is now making significant progress – in dialogue with our Jigsaw partners, the individuals we support. They have helped the Trust to form Equal Voices, a group which is shadowing the Board agenda. Beyond important policy debates, these two bodies play a creative role in training, in appointments and in profiling the work of the Trust – not simply through social media but also delighting audiences on our television screens.

Finally, at the conclusion of my seven-year journey with the Trust, my message for my eminent successor is a positive one! Despite its many challenges, this is a community which has the courage and the capacity to develop and grow towards a sustainable and joyous future. It has been a privilege to work closely with our talented and committed teams at Wilf Ward, most particularly its gifted CEO, and, with a skilled and values-led board, to enhance good governance – drawing on the impressive expertise and connectivity of our trustees and independent committee members.

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CHAIR'S AND CHIEF EXECUTIVES'S STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

I am indebted to all those who have worked tirelessly to protect both the everyday experiences of the individuals we support and the wider reputation of our proud Yorkshire name. Our innovative and inclusive forward strategy ensures that we will be delivering services that are shaped for the future by the voices of those in our care.



Professor Dianne Willcocks CBE

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CHAIR'S AND CHIEF EXECUTIVES'S STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

Chief Executive's Welcome

The Trust has faced another financially challenging year providing yet more evidence of the fact that the funding environment for adult social care services remains difficult. Despite ending the financial period, as forecast, with a significant financial deficit, we can take some comfort from the fact that this was slightly below what was budgeted, and that significant elements of the deficit can be attributed to necessary work that has been undertaken to invest in the longer-term future of the Trust. This includes investments in building our own in-house recruitment team, strengthening our approaches to quality, IT and digital delivery, project management and leadership development. Like many other adult learning disabilities focused social care providers, we continue to suffer from a combination of historically low fee rates, geographically dispersed services and workforce recruitment and retention challenges. These are systemic issues that cannot be addressed quickly, but we have been working on prioritising solutions to these challenges as a way of bringing the Trust back to a break-even position over the coming years.

Notwithstanding our financial performance, during the financial year under review, we have achieved significant progress in the delivery of our strategic objectives. This has included planning, undertaking and delivering a restructuring of the operational management structure, to ensure that our frontline leaders know what is expected from them, whilst providing them with more off-shift time to support their services. We have started the first phase of digital care plans, which will be completed in the coming financial year. All our managers have received bespoke training focused on the significant capabilities and responsibilities they face as leaders working in a complex environment. We have embedded our internal recruitment team, and they have helped most of our services to recruit at or above 100% of contracted hours, thus supporting a drive to significantly reduce our reliance on agency staff. Finally, we have been improving our approach to risk management and data gathering. Clearly all of this activity has created a sense of change across the whole organisation, which has been broadly positively received, even though change on this scale does involve some long serving colleagues changing roles, and in some case leaving their employment with the Trust.

As we approach the new financial year, we face further challenges. The increase in Employers National Insurance Contributions (ENIC), implemented by the Chancellor in the Autumn 2024 Budget has come into force. Additionally, the increase in the National Living Wage (NLW) has added additional cost pressures on both the Trust and our funders. This is resulting in lower than required fee increases which will mean that we will have to consider the affordability and consequently the ability to continue delivering under-funded services. There is uncertainty regarding the impact of the Employment Rights Bill, especially how the Fair Pay for Care Workers element of the Bill will be introduced and more importantly funded.

However, there is hope that The Casey Review of Adult Social Care and the proposed changes in the Integrated Care System (ICS) will not only provide a stable platform for social care in the future, but will also provide opportunities for the Trust to develop partnerships, new approaches to service delivery and novel ways to offer all the individuals we support the chance to fully engage in their local communities

We remain aware of the scale of the challenge ahead, but are confident that we have the right values, people and resources to deliver the necessary changes to ensure the future of the Trust. We have the full support of our Trustees to explore new ways of working, to seek out partnerships, to use our significant financial reserves to undertake new opportunities and to continue to focus on delivering high quality support through engagement and involvement with our colleagues and the individuals we support.

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Finally, we intend to build upon the foundations that have been established during the first year of delivering our strategic plan and we expect to begin to move at pace in the coming years to seek out the right opportunities that will provide financial stability for the Trust, and greater choices for our colleagues and the individuals we support.



Paul McCay
Chief Executive

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

The Trustees have pleasure in presenting their report and the audited financial statements of the charity for the year ended 31 March 2025. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

GOVERNANCE

The Wilf Ward Family Trust is a Company Limited by Guarantee and a Registered Charity and is governed by its Memorandum and Articles of Association, dated 16 March 2011, in line with the following objectives:

OBJECTIVES

The objectives of The Wilf Ward Family Trust are

a) To relieve the needs and promote, support and improve the lives, independence and life chance opportunities for children, adults and older people resident principally in the Yorkshire and Humber, and North East regions or elsewhere in the United Kingdom who as a result of their ill health or disability relating to their physical, learning or mental health requirements are unable to meet their own needs or achieve their ambitions by providing them with support or care or accommodation or any combination of these.

b) To relieve the needs and promote the enablement of adults resident in that geographical area with complex disadvantages or barriers to work and/or who as a result of their ill health or disability relating to their physical, learning or mental health requirements are unable to meet their own needs or achieve their ambitions by the provision of:
   - Work, employment, occupations and activities provided by the Company or at its direction and with its support
   - Training and advice, and advocacy services

c) To provide relief to carers throughout that geographical area by the provision of appropriate residential, short breaks, community services and other identified support needs for the child, adult or older person with a disability.

d) The promotion of independence, health, wellbeing and social inclusion amongst people in the same geographical area in need of support by reason of age, ill-health, disability, financial hardship or other disadvantage by the provision of transport, delivery of goods, outings and social trips, domestic/ housekeeping tasks and any other similar services as Trustees may from time to time determine.

e) Such other charitable purposes for the benefit of the public of the same geographical area as Trustees may from time to time determine.

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

DIRECTORS AND TRUSTEES

The Directors of the charitable company (the charity) are its Trustees for the purposes of the Companies Act and Charity Law and throughout this report are collectively referred to as Trustees. Trustees are initially appointed for a period of three years, and they are encouraged to put themselves forward for re-appointment for two subsequent periods of three years, on the anniversary of their third year in the post. Irrespective of the length of appointment, Trustees can resign from their position at any time within this period of service. There is no maximum number of Trustees who can be appointed.

There are currently eleven Trustees. All Trustees hold equal voting rights, with the Chair holding the casting vote in cases where no clear outcome has been decided. The Trust does not consider that there is any one person associated with the Trust who could be considered a person holding significant control. Board meetings are mainly held face to face but there is the opportunity for all meetings to be held virtually or in hybrid format if required.

All new Trustees are encouraged to visit services to engage with the individuals we support and meet colleagues beyond the membership of the Leadership Team. Newly appointed Trustees are mentored by a more established Trustee and a full induction process is followed. Trustees are encouraged to maintain their own training log, and they are given access to relevant online training purchased by the Trust, to seminars and conferences and to access face-to-face training delivered across the Trust. All Trustees undergo a bi-annual 360-degree appraisal process where they receive feedback from fellow Trustees and members of the Leadership Team. The Trustees also regularly appraise the performance of the whole Board as part of an annual Board Effectiveness Review.

During the past few years, the Trust has introduced a new role of Independent Committee Member. These persons who hold these roles are highly experienced and skilled practitioners from a range of backgrounds. They do not have the same legally mandated responsibilities and accountabilities as Trustees but act as strategic advisors to the three Committees of the Board and to the Executive Leadership Team. The Trust is fortunate to have attracted several skilled Independent Committee Members, and we expect to continue to develop this role and to continue to recruit new Independent Committee Members, as required, with the appropriate skills and ambition to assist the delivery of our strategic plan.

No Trustee received any remuneration during the year. Expenses reimbursed to Trustees are noted in note 15 to the accounts.

The day-to-day management of the Trust is delegated to the Executive Leadership Team who are listed on page 2.

Appointment of Trustees and Chair

Our current Chair, Professor Dianne Willcocks announced at the beginning of the financial period under review that she intended to step down as Chair and a Trustee by September 2025. This prompted the Trustees to consider both Chair and Trustee succession and to consider how to recruit both the Chair and Trustees into a sector that is facing considerable external challenge. A competitive tendering process was undertaken to seek a recruitment partner with the scope and capabilities to deliver three key objectives. The first was to recruit a new Chair. The second was to work with our current Trustees to understand how they can best utilise their skills across the Trust and to undertake succession planning with them. The third element of this partnership was to undertake work to deliver an internal Trustee Academy.

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The Trustee Academy will work with staff from across the Trust to help them understand how they can best work alongside the Trustees to help deliver our strategic objectives. A possible additional benefit of attending the academy will be an encouragement for more colleagues to actively seek Trustee positions across the wider charity sector. We believe that this will not only build competence and leadership skills internally, but it will also bring much needed skills to other charities and community groups. Alongside staff attending the Trustee Academy, we will also encourage some of the individuals we support to attend the training being provided. We see this as another step on our journey to becoming a user-led organisation. Additionally, we also consider that this is an effective way to support individuals living with a learning disability to live an ordinary life, where they contribute their skills and ideas to organisations in the places where they live.

After a rigorous selection process we appointed Peridot Partners, for a period of three years, to work with us to deliver these objectives. Work began in January 2025 to search for a replacement for Professor Dianne Willcocks, our current Chair. This process has been successful, and the Board is pleased to announce that Keith Ramsay will become Chair of The Wilf Ward Family Trust following our next Annual General Meeting (AGM) which is scheduled for 25th July 2025. Peridot Partners will be working with the Executive Team and all Trustees to identify the best approaches to ensure that delivery of the projects objectives is interlinked to the delivery of our strategic plans. This will include undertaking a Board Effectiveness review, with a particular focus on learning and development and a revision of the Trustee appraisal process. Whilst this is being developed, we will continue to encourage all existing and new Trustees to visit services to engage with the individuals we support and meet colleagues beyond the membership of the Leadership Team

Board and Committees

The Trustees meet a minimum of five times a year as a full Board to focus on strategic performance matters and the direction of the Trust. Trustee engagement with the CEO and other staff remains consistently high outside of structured meetings, and the Chair and CEO hold regular meetings to discuss strategic and operational opportunities and risks. The Board continually reviews and assesses its risk appetite, and this forms part of wider strategic discussions focused on financial sustainability, partnership opportunities and growth.

The Trustees remain focused on ensuring the Board moves towards becoming increasingly user-led and they actively engage with the membership of Equal Voices, a group of individuals we support who have a direct link with the Board. With the support of Peridot Partners and the resources that the Trustees have committed to developing greater engagement with the individuals we support, we will continue to explore how to encourage and develop a user-led approach to strategy and governance.

The Board is supported by three Committees. The Governance and Remuneration Committee (GAR), focuses on compliance with charity legislation, good governance, workforce matters and executive pay and performance; the Assurance & Risk Committee (ARC) provides oversight of operational performance, and regulatory compliance and assurance; the Investments Committee (IC), assists the Trust in making best use of its assets to meet the resourcing challenges that will need to be overcome as the Trust enters the delivery phase of its strategic plan. This committee considers how we can best utilise our resources to implement larger scale / capital intensive projects. All three committees can appoint Independent Committee Members, who do not hold the same accountabilities and responsibilities as Trustees, but who are likely to be senior experts in their field, to support and challenge both Trustees, and the Executive Team. The remuneration of senior personnel is considered annually at the GAR. Decisions are reached on pay and terms and conditions using benchmarking against other social care organisations across the sector.

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There are currently four Independent Committee Members: Jane Brightman sits on both the Governance & Remuneration and Investment Committees; Ron Tullock sits on the Assurance & Risk Committee; Phil Jeffries sits on the Assurance & Risk Committee and John Clarke sits on both the Assurance & Risk Committee and the Investment Committee. A key aspect of our work with Peridot Partners is to identify suitability experienced candidates for both future Trustee and Independent Committee Member roles. We recognise that our strategic ambition is significant and that we will need to draw on a diverse range of expertise and knowledge to deliver our strategic objectives. As such we expect to recruit several more Trustees and Independent Committee Members in the coming years to help deliver our strategy and ensure the continued success of the Trust.

The Trustees remain committed to following the Charity Governance Code and review their adherence to this on an annual basis. The Board Effectiveness Review will consider how we can demonstrate adherence to the Governance Code. Following this review actions are planned and undertaken to ensure the governance of the Trust follows recommended good practice.

Trustee duties to have regard to Section 172(1) of the Companies Act 2006

The Trustees are aware of and believe that they have mechanisms in place to ensure they have complied with their duty to have regard to the matters in section 172(1) of the Companies Act 2006. This includes ensuring that any decisions that may have a long-term influence on the success of the Trust require at a minimum a full risk assessment and business case appraisal. The Trustees monitor the financial performance of the Trust and are clear that we operate fair terms of business and that we endeavour to pay all creditors within 30 days of receipt of an invoice. The Trustees have, and take the opportunity, to meet with professional advisors to seek feedback on the Trust and its responsiveness to regulatory and legal compliance matters.

The Trustees follow an Environmental, Social and Regulatory approach to investments and seek feedback on the impact of the Trust's operational activities in the wider community. Trustees have a code of conduct and are expected to role model The Wilf Ward Family Trust Way, which outlines the values and behavioural expectations of all staff.

The Trustees are aware of their duties to inform all regulatory bodies of any areas of concern. This duty is undertaken on their behalf by the Chief Executive. Regular submissions are made to Local Authorities and the Care Quality Commission, usually in the form of safeguarding concerns. To fulfil these duties, the Trustees remain in regular contact with senior staff. They regularly attend ad hoc and scheduled meetings on issues of development or concern.

One Trustee assumes an additional duty of being the safeguarding liaison with the Nominated Individual. In this role she provides support, oversight and guidance on any matters of concern, however she does not act in isolation from the Board. The Chair also receives updates on safeguarding and health and safety matters from senior staff, and this is shared with the other Trustees through the Committee and Board meetings, or immediately if appropriate. The Trustees consider whether any concerns should be submitted to the Charity Commission under the Reporting of Serious Incidents (RSI) process, as and when they arise.

During the year under review one submission was made to the Charity Commission under the RSI process. The Charity Commission confirmed that they were satisfied with the actions taken by the Trust related to this incident. The Charity Commission was also contacted to discuss our planned closure of The Paceys respite service. This contact was to ensure good practice was followed by the Trust, the Charity Commission stated that they required no further contact regarding this matter. During the coming financial period the Trustees will ensure that any areas of concern related to actions taken to ensure the financial sustainability of the Trust, will be communicated in a timely and professional manner with the Charity Commission and all other relevant regulatory bodies.

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

The Trustees recognise their duties to ensure good governance and oversight of the activities of the Trust. They fulfil these duties both via attendance at Board and Committee Meetings, and by remaining in contact with key personnel during the intervals between these meetings. Attendance at all formal meetings is recorded in Table 1 below. This reflects only attendance at diarised meetings and does not reflect the level of engagement each individual Trustee has with the organisation and the individuals we support. Trustees also attend meetings (by rotation) with staff and the individuals we support, and they are encouraged to visit services with the dual purpose of understanding and assessing the work undertaken by the Trust and meeting and listening to compliments and concerns of staff and the individuals we support.

Table 1: Showing Trustee attendance at Board and Committee Meetings for the financial period under review.

Trustee	**Attendance at Board Meetings**	**Attendance at Committee Meetings**
Professor Dianne Willcocks (Chair)	5 out of 5	Governance and Remuneration Committee (4 out of 4)
Josephine Mennell (vice-Chair)	4 out of 5	Assurance and Risk Committee (4 out of 4)
Marianne Betts (Chair of Investment Committee)	4 out of 5	Investment Committee (1 out of 1)
Anna Boaden	4 out of 5	Governance and Remuneration Committee (3 out of 4)
Oliver Colling (Chair of Assurance and Risk Committee)	5 out of 5	Assurance and Risk Committee (3 out of 4)
Dr Justine Stephenson (Chair of Governance and Remuneration Committee)	3 out of 5	Governance and Remuneration Committee (4 out of 4)
Professor Rachel Wicaksono	3 out of 4	Assurance and Risk Committee (3 out of 4)
Alex Trigg	3 out of 5	Governance and Remuneration Committee (3 out of 4) Investment Committee (1 out of 1)
Helen Burke (resigned 3 June 2024)	1 out of 1	Not applicable for financial period under review
Andrew Chang (resigned 1 June 2024)	1 out of 1	Not applicable for financial period under review

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

STRATEGIC REPORT

REVIEW OF ACTIVITIES AND ACHIEVEMENTS

The Trustees recognise the operational and strategic challenges associated with the running of a large, complex and multi-site social care organisation, such as the Trust. Subsequently, they wish to start their report by thanking all current and former staff for their continued dedication to the individuals that we support.

The Trust is undoubtedly a changing organisation as the operating environment for adult social care providers becomes increasingly harder and the pace of external change requires greater ability to respond to such change at pace. The contents of this strategic report will provide further details of the changes that have been made, and those that will need to be delivered in the coming financial year, to match the ambitions of our strategy.

The Trustees are proud of our origins, and they believe that this is what continues to make us unique across the social care sector. We will celebrate the 40th anniversary of the founding of The Wilf Ward Family Trust in 2026, and most of the founding principles of the Trust have been built upon and developed since then. This includes maintaining decades long relationships with most of the individuals we support and their wider families. We believe that this remains a cornerstone value that shapes everything we do. Our services are small and homely, and we encourage building relationships both across our services, and into the wider community. We continually place the individuals we support at the centre of all that we do, and this provides unique insight into their dreams and wishes

We find that most of our staff tend to stay with us for a long time. Whilst we experience the high levels of recruitment and retention problems that other social care organisations face , we do find that once our colleagues have stayed with us for more than two years, they tend to remain for considerably longer. This provides a high level of experience and consistency, especially at managerial and senior leadership levels, and results in us being able to deliver consistent practice whilst being able to appropriately respond to change.

A key driver for change has been the need for the Trust to return to a break-even / surplus position. This objective has been the foundation for most of the activity during the financial period under review. Despite enduring several years of financial deficits, the balance sheet of the Trust remains strong relative to income received. The Trustees consider the Trust to be amid a period of sustained consolidation and strategic preparation. The fluidity of the balance sheet will become a key strategic asset in how the Trust successfully addresses its existing challenges and engages with opportunities to enters new markets and types of service delivery.

Keen observers of the adult social care sector will recognise that regulatory changes related to housing, support and the provision of direct care have placed welcome improvements in safety and quality, but additional requirements on social care providers. The Trust has responded to some of this by increasing the number and type of specialist roles it employs. Most of this increase in staffing resource has been funded via our reserves. The Trustees believe that this is an effective use of reserves as developing such skills and capacity across the organisation increases efficiency, allows operational managers to focus on quality delivery and reduces the risk of regulatory non-compliance.

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In the past we have relied on managers to oversee everything from housing management to health and safety. While this is still an important element of what duties they are expected to undertake, the new roles can devote more time and specialist knowledge to ensure the right outcomes are delivered for the Trust and the individuals we support. Subsequently, as we have started to develop the frameworks from which we will deliver our Target Operating Models (TOM), we have spent a significant proportion of the financial period under review, planning and then delivering an Organisational Re-design. This has involved aligning all the services we operate under the segments of the TOM which will focus on Supported Living, Complex Care and Transitions services. Further work has since been undertaken to re structure the management roles responsible for overseeing each aspect of the TOM. This has resulted in a management structure that was previously supported via assistant manager roles where each post-holder was able to devote just a few hours each week to administrative tasks, to a new structure where they spend most of their week focused on management tasks. We believe that this is a significant step forward in ensuring all colleagues are supported to develop new skills and where we can build capacity for quality improvement and service growth.

During the year we have invested considerable resources into training all managers how to become more skilled at leadership and aware of, and able to respond positively to the complexity of the work the Trust undertakes. This programme of development will continue in the coming financial year, where we will begin to explore our objective of instilling a coaching culture across the entire organisation. As the level of complexity and need changes for the individuals we support, mainly due to aging, we have increased the range of specialist training available to our colleagues. This has included training in dysphagia, dementia awareness and physical care needs.

Significant effort has been made to engage the individuals we support to access resources across their wider communities, and to become more involved in the strategic planning of the Trust. There are now two distinct groups to encourage wider engagement. The first is Jigsaw, which is well established, and which focuses on ensuring that our workforce and the wider community are aware of the wishes, needs and ambitions of the individuals we support. Prior to the General Election in July 2024, the Jigsaw group held a hustings event with Rachael Maskell MP, where they asked her numerous questions related to her views on supporting individuals with a learning disability. Jigsaw did invite other MPs to attend similar events but received no further response to their invites. However, they do have plans in the coming year to actively challenge local and national political figures on the policy decisions they are making which affect their lives.

The second group, Equal Voices forms the first phase of our ambitions to move towards a user -led Board. The Equal Voices group comprises several individuals we support who were elected by their peers to consider and offer commentary on key decisions being reached by the Board. Both groups contribute to our wider ambitions to ensure that every individual we support can live a gloriously ordinary life. We have aligned our thinking on achieving this to the principles of Everyday Citizenship which follows seven key principles to a 'Life Well Lived'. The seven principles are: Freedom; Direction/Purpose; Money; Home; Help; Life and Love. Over the next few years, we will be seeking partners from within and external to the social care sector to assist the individuals we support in achieving their personal ambitions in one or more of the seven principles. This will become a defining feature of the work we undertake with all the individuals we support and will undoubtedly act as a catalyst for successful outcomes for the individuals, inspiration for partners and opportunities to innovate the delivery of care and support.

During the financial period under review, we began to plan, select and implement a partner to assist with the delivery of digital care plans. Staff from across the Trust, and several individuals we support were involved in this initial process, with them choosing to work with Log My Care as our provider of choice. We were successful in being awarded funding from the Integrated Care Board to implement the first phase of this project and following training sessions across the Trust we have started the roll out of digital care plans and expect to complete and embed this process by the end of 2025.

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As we gain in confidence using digital software, we expect to be able to consider other systems that require implementation or replacement. We also expect to consider how Artificial Intelligence (AI) can be used to monitor care plans and to assist with basic administrative tasks, thereby making our services more effective, responsive and efficient. An additional benefit from this work will be ensuring that the individuals we support have more control over what is recorded about them, and how they can highlight their ambitions and wishes more clearly.

The Trust's strategic plan 'Extraordinary People, Extraordinary Lives' has developed further during the financial period under review and during the past 12 months the plan has moved from theory into action. The strategy follows several overarching themes which are highlighted below:

- Financial Fitness
- Regulatory and Quality Improvement
- Leadership and Management
- Recruitment and Retention
- Strategic Readiness.

The themes will form part of the departmental objectives that will help position the Trust to meet the challenges ahead and deliver our strategic aims. The Trustees are clear that the scale of challenge ahead is significant, however they and the Executive Team believe that real opportunities exist to change the way that social care is delivered and that the Trust still has the resources, both financial, strategic and human to ensure that the ambitions and needs of individuals living with a learning disability continue to be met into the future.

The Trust had an operating deficit of £1,986,135 (2023/24: deficit of £1,268,017) for the period from charitable activities income of £25,320,193 (2023/24: £25,689,323). The National Living Wage increased 9.8% during the financial period under review and it has increased again by a further 67% from April 2025. This places considerable pressure on the finances of the Trust as approximately 90% of our running costs relate to staff. The fact that both Local Authority and Health contractual fee uplifts for the 2025/26 financial period are significantly below the level necessary to meet these increases in costs means that the Trust must further utilise its reserves to pay all its staff a fair wage. While the Trustees welcome the recognition and well-deserved increase in salary that this will bring to all staff, they also note that our commissioners (both local authority and health) must pay the Trust fairly to remain sustainable, address increasing challenge and be able to invest in the future of the organisation.

Service Provision

The Trust provided during the year:

- 69 supported living homes
- 6 registered residential care homes
- 1 respite property providing respite support to up to 90 individuals from across Leeds (This service ceased delivery in July 2024)
- Disability accessible holiday accommodation for families and individuals at Bempton Holiday Villa, Filey and The Beach House, Filey.

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

As stated throughout this report, change has become a persistent feature of the activities of the Trust. During the financial period under review, we ceased to provide respite services from The Paceys. This followed a period of negotiation with the local authority where it became clear that the location of the property and the inability to agree increased fee rates, made it difficult to safely staff the service. We worked alongside the council staff to phase the closure of the service. We also decided to temporarily close Vivis House, one of two office locations in Pickering. This decision was taken as Vivis House often had just a small number of staff working from the site. Investigations were undertaken to see whether the covenant on the property could be revised to allow a commercially viable sale, however this is not possible. We will review the potential to utilise the space at Vivis House during this coming financial period.

Physical office locations remain important to the delivery of our services. Primarily this is to encourage and facilitate managers to come together to discuss key operational and strategic matters. They are also vital to provide training hubs. Additionally, many of our supported living services still have office space that is utilised by staff and managers. We no longer consider this best practice, and we have started to phase out offices in all supported living properties. There have been mixed opinions about this, especially from relatives and the individuals we support, with most feeling concerned that the removal of offices is detrimental to the support provided to the individuals living there. This has meant that we have engaged in consultation to explain how this can be deemed best practice

During the year we entered consultation to cease the delivery of services at Graylings, a four-bed registered care service. The service held a vacancy for more than 18 months and was deemed to be economically challenging to deliver. Our negotiations with the local authority were professional and efficient and we were able to close the service, in February 2025, earlier than expected. The three remaining residents of the service transferred to other services across the Trust, two of whom remaining in registered care provision and one moving to supported living. We are aware that all three are thriving in their new homes, with one man especially gaining a new lease of life. Previously he became anxious and upset if he left Grayling and this limited his opportunities to engage with the wider community. He also required two to one escort to assist the management of his behaviours of distress when out in public. He now requires just one person to assist him to engage in the community and he goes out every day without any need of encouragement.

Scribe House also ceased to offer services during the financial period under review. This property accommodated three individuals, two of whom wanted to live independently. Eventually only one individual remained at the property, and we felt that the property was unsuitable to continue as a supported living scheme. Again, we were able to successfully work with local authority colleagues to transfer the remaining person to another Wilf Ward service (as she and her family wished), and we negotiated an early return of the property to the owners. Like the individuals who moved from Grayling, we understand that the individual who moved from Scribe House is thriving in her new home.

Over the course of the coming few years, we expect that there will be more property related changes happening across the Trust. Understandably this can be a challenging process for all concerned, but we believe our recent experiences have assisted with the development of clear project planning and negotiation skills, which will focus on reaching the best possible outcome for all concerned. We view this process of change as positive, as ultimately, the individuals we support will be provided with accommodation that suits their changing needs. However, this does not mean that the Trust is scaling back delivery. Our strategic plan sets out the scale of ambition that we must develop and provide new types of services, in new locations. We intend to achieve this via a range of activities which will include developing strategic partnerships, exploring joint working, and seeking organisations that we can acquire or merge with. We are also clear that we may need to reprovision some of the services that we currently deliver, either by changing how or where this delivery takes place, or by finding new locations and commissioners to work with on a long-term basis.

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Learning and Development

Providing high quality learning and development opportunities for all our colleagues is not only a regulatory requirement, but also a way of supporting our workforce to deliver high quality care and support. We continue to sponsor staff to attend relevant health and social care training utilising the Apprenticeship Levy, however we recognise that not all staff prefer to learn via courses or distance learning providers. Most of our training is delivered via a combination of external and in-house providers and can be either on-line or in a classroom environment. Colleagues are expected to attend all mandatory training which includes safeguarding, the Oliver McGowan training course and GDPR. Depending on the level of complexity of needs at each service, additional training can be provided.

Due to the nature of our work, it is not uncommon for the individuals we support to pass away unexpectedly. This can be traumatic for both the staff supporting them and the individuals that they share their home with. In cases where additional psychological and emotional support is necessary, we do identify suitable partners to provide the correct interventions to support the service.

As mentioned previously in this report, significant work has been devoted to developing and delivering an in-house leadership course, designed to teach our managers the key operational and strategic skills needed to manage in an ever changing business environment. This course has been well received by attendees and during the financial period under review, most of our managers have received this training. The training programme will continue in the coming years and will be aligned with the competencies and objectives we have identified as needed in all leadership roles across the Trust.

We recognise that learning and development should focus on key life skills too. During the financial period under review, we have supported several staff to become advanced Mental Health First Aiders. This cohort of staff have received additional training to enable them to assist colleagues with their mental well-being.

Alongside this our Marketing Team have been working in partnership with several external partners to deliver regular webinars focused on men's health, women's health, financial planning, dealing with change and learning resilience skills. The Marketing Team have also supported the delivery of webinars led by the Chief Executive focused on topical matters including the impact of the Autumn Budget, the Spending Review, changes across the social care sector and how the strategic objectives of the Trust are progressing and how this will benefit the Trust. To ensure wider participation and inclusion, several of the most relevant webinars have been shortened to facilitate engagement with the individuals we support.

Fundraising and Legacies

The Trustees remain grateful to every person, staff teams and organisations that raise funds for the Trust. The Trust is registered for Gift Aid and uses the Virgin Money Giving scheme and MyCharityPage.com to encourage donations from the public.

The Wilf Ward Family Trust does not engage in large scale levels of public fundraising and does not use professional fundraisers or commercial participators. The Trust nevertheless observes and complies with the relevant fundraising regulations and codes. During the year there were no complaints received in relation to the Trust's fundraising practice. Where the Trust receives donations, this may be restricted by the donor, for a particular purpose or it may be donated with no particular purpose in mind. The Trust holds a restricted fund of £16,000 which was donated to assist with the development of a hydrotherapy pool. It has been clear for several years that this project is no longer possible to deliver.

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The CEO met with the donor, on several occasions, to explain the situation and she has agreed that the funds can be redesignated for a series of projects focused on supporting individuals with learning disabilities to build skills that will enable them to engage more fully within the communities in which they live. We intend to link this generous donation to our work on Everyday Citizenship, where we will work with the individuals,we support to assist them to learn the skills they have, and need, to become active members of their local communities. The remaining elements of this funding will be used to pay for one-off experiences which would ordinarily be too expensive or difficult to achieve without additional funding. As our strategy progresses, we expect to develop our fundraising skills within the Trust and to apply for funding to help the individuals we support to become a greater part of their communities. We also hope to develop greater partnerships with organisations across all sectors to encourage wider participation in what they do, by individuals living with a learning disability. By doing this we expect that we will develop more opportunities to support individuals with learning disabilities to explore their ambitions and dreams and demonstrate that they are very capable and committed citizens.

Volunteers

The Trust is grateful to everyone who volunteers their time to enhance the lives of the individuals we support. The Trust does not operate a formal volunteer programme. Where people do volunteer their level of commitment ranges from a few hours every year to assist with fundraising events to weekly attendance at services to engage in activities such as music therapy, singing and befriending. Volunteers are usually people who have a close personal connection with the services in their local area and will normally have known one or more of the individuals we have supported for many years.

Use of land and property for charitable purposes

The Trust owns 21 properties all of which are owned without mortgage, and which are used to assist the charity in achieving its stated objectives. In addition, the Trust has 4 Section 28a properties, these are owned by the NHS but are managed and maintained by the Trust, rent free, provided certain conditions are met. As these properties are not owned by the Trust, the value of the section 28a properties is not held on our balance sheet. All but nominal proceeds from the sale of any section 28a properties must be returned to the NHS, when they are sold. Therefore, there is no change to the balance sheet related to their sale or disposal. Of the total 25 properties 5 are vacant, of which 4 have been offered for sale on the open market. Three properties (The Paceys, Eastgate and Fell Close) subsequently being under offer. Two of these properties Grayling and Fell Close are section 28a properties. The Trust continues to operate registered care services from the two remaining section 28a properties Stakesby Road and Muston Road.

The remaining vacant property is Vivis House which was decommissioned as an office during the financial period under review. It was planned to explore the sale of this property, but due to issues related to covenants on the site, it is probable that the building will be reinstated as office accommodation during the coming financial period as it is not practice at the Trust to allow buildings to remain empty for sustained periods.

During the next twelve months the Trust will undertake a review of its property asset portfolio to ensure that the properties that are owned by the Trust will meet the needs of both their residents, and the future objectives of the Trust. We will then explore how we can develop partnerships with property development organisations to develop services that meet the needs of future service delivery and the requirements of the individuals we support.

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Public Profile and Partnerships

The work we undertake is becoming increasingly complex and complicated, and we recognise that we may no longer have the competence or resources to address gaps in service provision solely via our own efforts. Therefore, we have undertaken work to seek out potential ventures and partnerships with organisations that share our values and vision for the future. This has included exploring partnerships with housing developers, specialist charities focused on education and employment skills and continuing to build research focused relationships with local universities.

Our public profile continues to develop. A family of five individuals we support was visited by a regional BBC television reporter in December 2024. He was keen to understand the unique challenges they faced living together and the concerns that they had about the future of social care. When the news item was broadcast, we received contact from people across the country who were touched by the news item and who wished to pass on their best wishes to the five individuals.

Our work engaging with the wider community is also taking shape. We have entered a strategic relationship with York City football club, assisting and guiding them on how they can make their home matches more accessible and disability friendly. One of the individuals we support has gained a volunteering role at York City on match days, and we hope that this will soon move into a paid role, as the club recognises the value and dedication he adds to the role. During the coming years we expect to broaden our public profile and look at ways in which we can assist the individuals we support to represent themselves and put forward their own views. We will seek out training that can assist them to achieve this

However, we also recognise that the wider social care environment is changing rapidly and that there will be opportunities for the Trust to provide opinion and commentary on the future of the sector. We continue to contribute to national campaigns run by organisations such as ARC (The Association for Real Change), VODG (The Voluntary Organisations Disability Group) and the ICG (The Independent Care Group). The Casey Review of Adult Social Care will also provide opportunity for us to give ideas on how social care can deliver better outcomes, and we will support our individuals to provide their input into any public consultations related to this, and other relevant policy discussions.

Risk Management

The Trustees are responsible for oversight of the strategic risks faced by the Trust. The corporate risk register is informed by the Trusts Board Assurance Framework (BAF). Significant work has been undertaken in the past financial year to develop the BAF into a document that is user friendly, yet capable of guiding the Trustees in their awareness of strategic risk. We have been assisted in this work by a team of colleagues from Audit Yorkshire, who work with several NHS Trusts across the Yorkshire region. The work undertaken has included updating the risk profile and risk appetite of the Trust, exploring how data understanding how the Committees and Board Meetings ensure that risk is continually considered. We will continue to engage with Audit Yorkshire into the 2025-26 financial period to further strengthen our approaches to audit and governance.

While the Trustees are supported in their analysis of risk profile and risk appetite by the BAF and via advice provided by the Executive and other professional advisors, they are clear that several persistent risks require constant monitoring. Overall, the Trustees recognise the need to deliver financially sustainable services that meet the needs of current and future beneficiaries of the Trust. Table 2 (below) provides a summary of the key risks that the organisation is currently facing.

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Table 2: Summary of the Strategic Risk Register

Risk Category	Summary of risk
1. Delivering Financially Sustainable Services	Many of the services provided by the Trust are historically underfunded, there is a requirement to agree funding at a level where the Trust achieves full costrecovery and can invest in the development and delivery of new services. The Trustees view financial sustainability as the primary risk facing the Trust. Subsequently, this is an issue that is considered at all Board and Committee Meetings. This is being mitigated by the financial planning, investment of reserves into projects and plans for growth that have been approved by the Board as part of our strategic ambitions .
2. Delivering safe services	As a regulated provider this is a key duty placed on all staff and Trustees. Maintaining safe services requires everyone to focus on key environmental, financial, physical and health risks that could face the workforce, visitors and individuals we support every day. Staff are trained in all aspects of this work, but we appreciate that people make mistakes and so we have implemented lessons learned whenever a near miss or serious safeguarding concern happens, to ensure that wherever possible the services we operate are safe and facilitate the individuals we support taking measured and known risks where appropriate.
3. Ensuring a positive culture and engagement	Our workforce is very important in ensuring we meet our strategic objectives, therefore we have been developing a strong offer via our People Promise to ensure that they have the best possible T&Cs, opportunities to learn and develop and that they are welled and given praise and recognition when appropriate. We recognise that many staff join us because they want to make a difference in the lives of the individuals we support. Therefore, it is important that we support our workforce to build competencies in active citizenship. This will assist us to transform the approaches that we undertake to support every individual to live a full life within their communities.
4. Managing Capacity	We have made significant progress in building capacity across the Trust, however much of this has been due to the investment of our reserves into additional support and leadership roles. Our ability to continue to deliver our strategic ambitions remains reliant on attracting suitable skilled staff who wish to support us to achieve our strategic ambitions.
5. Building organisational capability	The needs of the individuals we support are constantly changing, and we are providing more training to staff than previously to ensure that they can safely and appropriately support everybody. Our focus on training and leadership development is the first step in manging this risk. During the next few years as the Trust builds its expertise in digital, AI and use of different systems we recognise that we must assist all staff, and the individuals we support to fully utilise these approaches.

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6. Infrastructure	We need to ensure that our properties are appropriately maintained and that they mee all regulatory requirements placed upon us as landlords. We also need to ensure tha our systems are fit for purpose and that they enable the future development the Trust As previously mentioned, the changes that we are planning regarding new systems an approaches will also require us to plan and manage both property, office and systems infrastructure. Undertaking change at the speed and scale at which we are progressing means that we must continually ensure that we check our infrastructure has adapted an remains responsive to our new ways of working.
7. Corporate Social Responsibility	We need to ensure that we meet our contractual and moral obligations to become a more environmentally conscious organisation. The CQC and The Charity Commission both require the Trust engages more fully in ESG activities. As we begin to develop new partnerships and relationships with external agencies and companies, we will need to ensure that we pay appropriate regard to corporate social responsibility and any reputational and regulatory issues that may occur because of this work.
8. Partnerships	We recognise the need to work in partnership with a significant number of new and established partners. When doing this we need to be cognisant of the risks and rewards that can arise from any partnership. Engaging in partnership working is not without risk, and resources can be invested in building partnerships which do not deliver positive results. Consequently, we will undertake further work to ensure that our policies and safeguards regarding partnerships are consistently monitored, and we will utilise external legal and implantation advice to ensure this risk is appropriately managed.
9. Strong Governance	As we are part of a highly regulated sector and a charity, we must ensure that our governance systems are strong and that they assist us to make decisions effectively and correctly. Our work with Audit Yorkshire and Peridot Partners will continue to develop our already strong governance models. Our investment in an internal Quality Team will help build the capacity and competencies to continue to meet the regulatory requirements placed upon the Trust.

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Factors relevant to achieving objectives

Becoming financially sustainable is the key driver of success for the Trust in the next few years. As stated previously in this report, the challenges facing the working age adult segment of social care are significant. The size of the challenge has increased this year due to the unexpected increase in Employer National Insurance Contributions (ENIC). This has adversely affected the financial position of the Trust due to the high proportion of our staff who work part-time and who were previously exempt from ENIC costs. The increase in the National Living Wage (NLW), although welcome and necessary, is unlikely to be matched by the increases in contract rates that we receive from Local Authorities and the NHS. This has resulted in concerted efforts to reduce costs, prevent waste and to explore how we can do things more effectively.

We have begun a wide-ranging exercise exploring how we can implement cost reduction practices across the entire organisation. This includes focusing on significantly reducing our reliance on agency staff during the next few years. From December 2024 we have been working to reduce agency use across numerous services We have also been utilising the skills of our in-house recruitment team to reduce the numbers of vacancies that exist across the Trust. This has resulted in most services now having recruited staff to cover at least 100% of contracted hours. The demands on staff time related to training, absence and working shift patterns means that we must recruitstaff at a level (usually 120% of contracted hours) to ensure all support hours are provided. This creates additional levels of complexity when planning work patterns and ensuring that staff are not only compliant with all mandatory training, but that they also have time available for personal development, and to undertake the more specialist training necessary to look after individuals with highly complex care needs.

The workforce of the Trust is highly diverse,and we are grateful to all our staff for their dedication and skills. The Trust does not sponsor overseas workers, but we are able to employ staff who may be on a student visa or who are already sponsored by another organisation. The legislative framework related to employing overseas workers is challenging and we anticipate that this will become more complicated following the government's recent announcements regarding the Immigration White Paper. Most of our overseas colleagues are very good care staff, who are appreciated and valued by the individuals we support and the teams that they work with. However, we are concerned that as the ability to employ overseas workers become more complicated, that we will see many of our current colleagues leave our employment.

As stated previously in this report, recruitment and retention issues remain a key factor in the Trust delivering quality services, and in reducing cost and reliance on agency workers. In the coming financial period, we will assess the level of risk this presents and take steps to ensure that we recruit staff from the UK into the sector. This will require us to ensure that we can offer all staff the best possible opportunity to come and develop new skills and abilities, to feel included and part of a wider team and to feel that their work is valued and appreciated. We will do this by ensuring our terms and conditions of employment are sustainable and fair, that we train staff well and that we continually communicate how our strategic objectives will improve not just the opportunities available to the individuals we support, but also the opportunities available to all staff.

Developing strong leadership competencies will ensure that the Trust continues to deliver its strategic objectives. Further investment will be made in the coming financial periods into developing leadership skills at all levels of the organisation. Furthermore, as we develop new services across all elements of the Target Operating Model (TOM) we will need to invest in the skills and competencies required to deliver high quality, outcomes focused support. In the coming years we will continue to improve how we deliver support and seek to utilise digital and Artificial Intelligence (AI) to transform the ways in which we record, analyse data and explore more efficient ways of working.

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Quality – Inspection and Service Reviews

It is widely acknowledged that the Care Quality Commission (CQC) has struggled to maintain an effective presence and level of influence across the social care sector since the 2020 covid-19 pandemic. Nationwide, the level of inspections undertaken by the CQC has reduced drastically, meaning that only high-risk services are likely to be formally inspected by the CQC. We anticipate that it will still be several months before the CQC will have recruited and trained the personnel necessary to undertake large scale inspections of services. The Trust currently holds 15 registrations with the CQC, which covers all the supported living and registered care services we operate. Presently all the registrations are assessed as either overall Good or overall Outstanding and we have had limited contact with the CQC regarding areas of concern across all our services.

We have had no formal inspections undertaken by CQC during the financial period under review, which would indicate that none of our services have been deemed to be high risk. While this is good news, we do recognise the benefit that comes from regular inspection and contact with the CQC, and although we anticipate the initial phases of routine inspection will be challenging, as our organisational memory of managing inspections is low, we will welcome the opportunity to learn and improve. We have engaged with the CQC on numerous occasions to ensure that our regulatory duties are met and that proper safeguarding procedures are followed. Our relationship with the CQC remains open and willing to address any issues that we, or other stakeholders, may bring to their attention. We continue to monitor the expectations placed upon social care providers by the CQC and their new approaches to inspection. Our internal Quality Team works with managers and staff across the Trust to monitor quality and performance and to provide guidance on regulatory issues.

Our workforce

The Trust currently employs 872 staff. This is made up of 330 full-time staff (more than 30 hours per week), 420 part-time staff (30 hours or less per week) and 122 relief staff who provide cover on an as required basis. Staff who work relief shifts are encouraged to sign a contract for full / part-time hours if they regularly work such hours across a sustained period. The Trust reports on its Gender Pay Gap every year. The most recent report indicated that the Trust had a median pay gap of -0.44% in favour of female staff, this is opposed to a UK wide figure of 7% in favour of male staff.

The Trust has always focused on paying staff at each level the same rate of pay regardless of the experience they have working in social care or the type of work they are undertaking. Pre pandemic this was viewed as the fairest way of sharing resources and ensuring that our staff were fairly paid for the work that they did. Post pandemic it has become clear that our current and future workforce places different values on different aspects of their employment and we will be undertaking a full review of our terms and conditions, pay rates, management structures and reward and recognition options in the coming financial period.

During the financial period under review the use of agency staff has reduced. Agency staff are predominantly used at a small number of our services. This tends to be at services with high staffing needs and where staffing ratios need to be maintained to ensure the needs of the individuals we support are appropriately responded to. Such services are usually located in areas with limited public transport and in areas where competition for the available workforce is high. They can also be services where the level of complexity is high, yet the fees being paid by our commissioners are insufficient to pay our staff a market premium for working there. Whilst we have seen an increase in the number of staff employed, reducing the need for Agency, each service has been tasked with looking at ways to continue to reduce this reliance on agency staffing, however if our commissioners continue to pay lower than required fee levels then we will be unable to offer the pay and terms and conditions necessary to attract and retain staff to work at these services. This will ultimately result in the Trust needing to re-evaluate the level of needs that can be supported or ceasing to provide these services. The total cost of Agency staff was £2,509,431 (2023/24 £3,380,498).

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Health and Safety

We continue to work alongside North Yorkshire Fire Authority under a Primary Authority agreement. This relationship has proven mutually beneficial as it has helped both organisations understand the complexity of the work we undertake and to explore how we can work together to ensure our properties remain compliant but do not become overly institutional as we implement identified requirements following Fire Risk Assessments. Our capital improvement programme has started to identify work necessary to ensure that all the properties we operate services from, both owned by the Trust and by other landlords meet the required fire safety standards.

Our Health & Safety Committee meets regularly to identify areas of good practice, to share information related to concerns and actions required and to highlight learning from health and safety related case law and relevant publications. Trustees are invited to these meetings and attend whenever they are able. All health and safety concerns are reported to Trustees via the Audit and Risk Committee, and the Trustees review the organisation wide health and safety policy annually. We ensure that the individuals we support are involved in health and safety where practicable, this includes encouraging them to undertake their own fire safety checks within their own homes. In the next year we will be approaching all landlords that we work with to ensure that they are aware of their landlord responsibilities and that they have the necessary capital programmes in place to ensure compliance with the relevant fire safety regulations.

Safeguarding Children and Adults

As a regulated provider, the Trust takes its safeguarding responsibilities seriously. All Trustees, Independent Committee Members and staff are expected to regularly update their knowledge and awareness of safeguarding issues. As stated previously in this report, one Trustee holds additional responsibilities for ensuring safeguarding matters are addressed professionally and in a timely manner. The Nominated Individual role, which was previously held by the Chief Executive and then the previous Operations Director, now sits within the responsibilities of the Head of Quality, who was a former CQC Inspector. He meets with the Chief Executive regularly to ensure that all regulatory and compliance issues are addressed and reported to the relevant stakeholders, which includes the CQC, local authority, the individuals we support and where appropriate relatives. Regular safeguarding reports are taken to the Audit and Risk Committee, and incidents of concern are shared with the Chair and other Trustees as appropriate.

In all cases of safeguarding, we follow the relevant reporting procedures for the local authority and report all cases which meet the threshold for reporting to the CQC. Although we do not have a current relationship manager at the CQC, we do ask to talk to a CQC Inspector when a case merits discussion. If a case merits, we will also report the circumstances of the safeguarding concern to The Charity Commission.

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

FINANCIAL REVIEW

Income from charitable activities was £25,320,193 (2023/24: £25,689,323). Other income, including income from generated funds and other income, was £478,382 (2023/24: £557,234) giving total income for the year of £25,798,575 (2023/24: £26,246,557).

Total expenditure for the year were £27,784,710 (2023/24: £27,514,574). Expenditure included property impairment of £228,210 (2023/24: £945,084)

The net expenditure before other recognised gains and losses was £1,986,135 (2023/2024: £1,268,017). After gains on investments of £74,413 (2023/24: £588,248), the net decrease in funds was £1,911,722 (2023/24: decrease of £679,769) and the net funds as at 31 March 2025 were £21,985,351 (2023/24: £23,897,073).

RESERVES POLICY

Free reserves as at 31 March 2025 were £5,168,884 (2023/24: £6,768,801). These are the net funds available for the Trust after deducting tangible assets of £6,531,667 (2023/24: £6,945,457), restricted funds of £239,988 (2023/24: £244,219) and designated funds of £10,044,812 (2023/24: £9,938,596). Designated funds include the Housing Benefit Designated Fund and the long-term investment fund. This fund is made up of investment portfolios managed by JM Finn & Co and Rathbones. The investments are managed on a long-term capital growth basis to ensure service provision for future beneficiaries.

The Trustees regularly analyse and review the level of reserves and consider that the free reserves of the Trust are sufficient to cover all known risk, liabilities and contingencies, to absorb setbacks and allow the Trust to take advantage of change and opportunity.

The Trustees continually review how the assets of the Trust can be best utilised to ensure that the objectives of the organisation are fulfilled, and the best possible return is provided to ensure the long-term sustainability of the Trust. The Trustees have agreed that subject to a suitable business case, the reserves held by the Trust can be used to purchase new housing and properties to develop new services or to assist with the implementation and delivery of strategically relevant development projects and activities.

The Trustees regularly review the level of reserves held. Reserves are held to manage short-term income volatility and to support opportunities that may arise during the year (subject to appropriate business planning). In line with the Reserves Policy set out in the 2024/25 Annual Report and Accounts, work has begun to review how the reserves of Trust can best support the strategic growth and development aspirations set out in the Trusts strategic plan. This work will include a review of both the reserves policy and investment policy, including the Trusts approach to designated funds, with the aim of aligning the reserves and investment policies to support long-term strategic ambition. They note that much planning will be required during the coming financial period to ensure that any necessary changes in approaches to reserves and investments are sufficiently robust and are adaptable for future economic, environmental and societal challenges the Trust will face in the future.

The established target for Free Reserves is between 3 and 6 months of budgeted expenditure. Budgeted expenditure for 2025/26, excluding depreciation is £27.6mil, so the target for Free Reserves is between £6.9mil and £13.8mil. Free reserves as of 31st March 2025 were £5.2mil. The Trustees recognise that if needed the Designated Funds can be accessed at short notice and have therefore agreed that the current level of free reserves is acceptable whilst work on reviewing the use of reserves to support long-term strategic ambition is concluded.

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

PUBLIC BENEFIT

The Trust has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing its objectives and in planning its future activities.

Public Benefit derived from the Trust's services and activities fall under the Charity Commission general heading of: "The relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage." This heading is duly reflected in the objectives of the Trust which are fully disclosed on Page 7of this report.

The Trust's main objectives are therefore to support both carers of and individuals with disabilities or chronic ill-health conditions or support people who experience complex disadvantages or barriers to employment or access to other community activities. This is achieved through the provision of services within the community or the provision of supported living accommodation or residential care. The Trust delivers these services to a range of disabled children, young people, adults and older people. The delivery of these types of service provision is felt to reflect fully the stated objectives of the Trust.

The Trust's objectives do not restrict the working of the organisation to a particular locality or region. In the main, however, the Trust serves the Yorkshire region and parts of the North-East of England. The Trust will continue to examine opportunities from other areas of the United Kingdom as they present themselves. A key strategic aim is for the Trust to encourage the individuals we support to become more active participants in their local communities, and we are looking at ways in which this can enhance their lives, but also how the Trust can use its assets to work more closely and in partnership with local community groups.

The Trust's objectives are to either complement statutory social care and health service provision or deliver such statutory services through contracted arrangement and as such they are designed to provide value for money and equal access, without restriction, within areas of operation. The Trust is mindful of prevailing social and economic conditions and has demonstrated through its continued ability to secure new contracts that it provides value for money services. Services are designed to meet not only the individual needs of service users but also the broad objectives of the government's policy to modernise social care and health services.

The Trust continues to use its financial and other resources to support the range of individuals and groups in need of help and support. Investment in both the fabric and quality of our customers' accommodation as well as provision of additional training for staff in discharging their duties demonstrates the Trust's commitment to continuous service improvements. Scheme donations are always invested in service improvements.

There is no detriment or harm arising from any of the organisation's activities or aims. The Trust ensures through the Equality and Diversity Policy that it reaches out to all individuals or their families, by virtue of the individual's disability or disadvantage, in offering services. No restrictions are in existence which limit the Trust's ability to meet the needs of our customers whose requirements, defined by their disability or disadvantage, are such, that either Local Authority Social Services, Primary Care Trusts or other statutory agencies regard them as a priority for service provision. No restrictions are placed by the Trust on personal characteristics including gender, race, religion, sexual orientation or other defining characteristics.

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The Trust applies fees and charges for its services. The effect of these fees and charges does not restrict benefit only to those who can afford to pay fees. The ability of individual customers to meet the Trust's fees and charges form part of the Local Authorities' duties to assess financial contributions through standard financial assessment processes. Therefore, most of our individuals contribute towards their service cost following Local Authority financial assessment considering their own levels of income and entitlement to state benefits. People in poverty will receive greater financial help through the sponsoring Local Authority in accessing Trust services.

The Trust applies no private benefits to individuals or organisations (other than benefits people receive as a beneficiary) from carrying out its objectives.

INVESTMENT POWERS

The Trustees have the power to make any investments that they see fit. The Trustees approved the following investment benchmark for the financial year under review: the Trust investments should be managed with the objectives of generating a capital return over time, which matches or exceeds the WMA APCIMS Balanced Return Total Return Index.

2024/25 has seen the value of the Trusts' investment portfolios increase in overall value, though we saw a downturn toward the end of the reporting period with the on-going war between Ukraine and Russia, the Gaza conflict and the impact of the US Trump Administration resulting in market volatility and instability. On-going challenges continue with the UK economic outlook presenting further medium-term instability. The Trust undertakes a low to medium level of risk approach to managing its investments . This prudent approach has served the Trust well in previous financial periods. Further review of the performance of the investments will be undertaken during the coming financial period with a view to aligning both the investment policy and reserves policy with the Trusts long-term strategic ambition.

In the year to 31st March 2025 the increase in the WMA APCIMS Balanced Return Total Return Index represented a capital appreciation of 4.61%. The Trust's long-term portfolio underperformed against the benchmark of 4.61% with an actual appreciation of 2.23% this performance does not include the portfolio that is held on a low risk, short term basis. The Trustees receive quarterly valuations of the Trust's portfolios with detailed performance information measured against the agreed benchmarks. This is all in line with the Trust's investment policies which take Environmental Social and Governance concerns into account, and which have been discussed with our investment managers During the year the Trust established an Investment Committee with responsibility for overseeing the Trust's investments and to assist the Trust make best use of its assets.

INSURANCE

An indemnity policy has been taken out by the Trust on behalf of the Trustees as agreed by the Charity Commission. Our insurance brokers PIB Insurance Brokers have managed to find us appropriate insurance cover at a similar price and with a sufficient level of cover to the previous financial period.

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EMPLOYEE INVOLVEMENT AND EMPLOYMENT OF PEOPLE WITH DISABILITIES

The Trust recognises the value to the organisation of employing disabled individuals. The Trust's company policy on employing people with disabilities has been developed to ensure continued employment, training and development for all staff. The following also applies:

- We are a registered disability confident employer
- We recruit to ensure that we get the best person for the role in line with the Equality Act 2010
- Appropriate adjustments are made to the recruitment process to facilitate a fair process and barriers to recruitment are removed
- Training and development is offered to everyone with appropriate adjustments made to ensure that it is accessible for everyone. Consideration is given to the type of training offered to ensure it is engaging and encompasses different learning styles
- Equality and diversity training is completed with our staff to raise awareness and to assist in removing barriers to recruitment and retention
- Regular Staff Development Sessions take place between line managers, and employees where life at the Trust can be discussed, and any concerns raised and addressed
- Access to Occupational Health and 'Access to Work' is encouraged to assist with continued employment.

During the coming financial period significant work will be undertaken to develop action plans to improve our ability to widely engage and involve staff, the individuals we support and the wider community. We are working in partnership with the National Centre for Diversity to undertake a Diversity HealthCheck and we will then use the findings from this exercise to develop how we recognise, adapt and properly respond to Equality Diversity and Inclusion issues that affect our colleagues and the individuals we support both internally and externally.

OTHER RELEVANT INFORMATION

None

TRADING SUBSIDIARY

Wilf Ward Independent Living Ltd has remained dormant and engaged in no trading activities during the year.

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

Greenhouse Gas & Energy

Under section 465 & 466 of the Companies Act 2006, we are now required to include details of our UK greenhouse gas emissions and energy use.

UK Greenhouse gas emissions and energy use data for the period 1 April 2024 to 31 March 2025		1 April 2023 to 31 Mar 2024
Energy consumption used to calculate emissions (kWh)	1,145,981	1,184,525
Energy consumption break down (kWh) (optional) • gas, • electricity, • transport fuel	 668,437 216,025 261,519	 688,355 240,982 255,188
Scope 1 emissions in metric tonnes CO2e Gas consumption Owned transport – mini-buses	 122.26 2.26	 123.90 35.55
Total scope 1	124.52	159.45
Scope 2 emissions in metric tonnes CO2e Purchased electricity	44.73	49.90
Scope 3 emissions in metric tonnes CO2e Business travel in employee - owned vehicles	59.42	34.42
Total gross emissions in metric tonnes CO2e Intensity ratio	228.67	273.77
Tonnes CO2e per employee (906 (2024: 820)	0.25	0.29

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Quantification and reporting methodology

We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG reporting Protocol – Corporate Standard and have used the 2020 UK Government's Conversion Factors for Company Reporting

Intensity measurement

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO2e per employee.

Measures taken to improve energy efficiency.

We completed Phase 2 ESOS (reports previously issued 2019/20) and have shared findings re energy efficient lightbulbs, boiler temperature settings across all locations (i.e. not just within the locations audited). Subsequently boiler temperatures have been turned down and light fittings are being replaced once old ones have passed their useful life span. We are currently commissioning Phase 3 ESOS and expect this work to be undertaken by the end of 2025. As part of our longer-term financial planning, we will be reviewing the energy efficiency of all our properties and investment needed to ensure our properties can withstand the predicted extreme changes in temperature and environment which if left unaddressed will impact the comfort and usability of our properties for the individuals we support in the future.

TRUSTEES' RESPONSIBILITIES STATEMENT

The Trustees (who are also Directors of The Wilf Ward Family Trust Ltd for the purposes of Company Law) are responsible for preparing the Trustees' Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law required the trustees to prepare financial statements for each financial year. Under company law, the trustees must not approve the financial statement unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources including the income and expenditure of the charitable company for that period.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

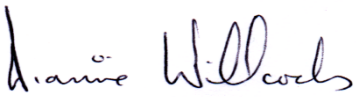
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Disclosure of information to the auditor

In so far as the Trustees are aware:

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

This report, which incorporates the Strategic Report, was approved by the Trustees, in their capacity as Company Directors and signed on their behalf on 25thJuly 2025 by:



Professor Dianne Willcocks CBE
Chair of Trustees
25 July 2025



Oliver Colling
Trustee
25 July 2025

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INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF THE WILF WARD FAMILY TRUST

We have audited the financial statements of The Wilf Ward Family Trust (the 'charitable company') for the year ended 31 March 2025, which comprise the 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 Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; 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 responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

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INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF THE WILF WARD FAMILY TRUST

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 strategic report and 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 strategic report and the directors' report included within the trustees' report have 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 strategic report and the directors' report included within the trustees' report.

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

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

Responsibilities of trustees

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

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

Auditor 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.

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INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF THE WILF WARD FAMILY TRUST

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:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with directors and other management, and from our commercial knowledge and experiences of the charity's sector;
- we focussed on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Charities Act 2011, Companies Act 2006, taxation legislation and data protection, employment and health and safety legislation (including CQC documentation);
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence throughout;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by;

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non compliance with laws and regulations.

To address the risks of fraud through management bias and override controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 1 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

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

A further description of our responsibilities is available on the FRC's website at: www.frc.org.uk/auditorsresponsibilities.

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This description forms part of our auditor's report.

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF THE WILF WARD FAMILY TRUST

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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.

Laura Masheder
Signer ID: CRZCVPKXXZ...
Laura Masheder (Senior statutory auditor)

for and on behalf of

BHP LLP
Chartered Accountants
Statutory Auditors
Rievaulx House
1 St Mary's Court
Blossom Street
York
YO24 1AH

21/08/2025 GMT

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STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2025

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	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:					
Donations and legacies	3	**5,549**	**4,423**	**9,972**	50,333
Charitable activities	4	**25,320,193**	**-**	**25,320,193**	25,689,323
Investments	5	**457,885**	**-**	**457,885**	486,195
Other income	6	**10,525**	**-**	**10,525**	20,706
Total income		**25,794,152**	**4,423**	**25,798,575**	26,246,557
Expenditure on:					
Raising funds:					
Investment management fees	8	**76,781**	**-**	**76,781**	72,704
Other raising funds	7	**-**	**8,654**	**8,654**	13,526
Charitable activities	9	**27,471,065**	**-**	**27,471,065**	26,483,260
Property impairment	16	**228,210**	**-**	**228,210**	945,084
Total expenditure		**27,776,056**	**8,654**	**27,784,710**	27,514,574
Net expenditure before net gains/(losses) on investments		**(1,981,904)**	**(4,231)**	**(1,986,135)**	(1,268,017)
Net gains on investments	17	**74,413**	**-**	**74,413**	588,248
Net movement in funds		**(1,907,491)**	**(4,231)**	**(1,911,722)**	(679,769)
Reconciliation of funds:					
Total funds brought forward		**23,652,854**	**244,219**	**23,897,073**	24,576,842
Net movement in funds		**(1,907,491)**	**(4,231)**	**(1,911,722)**	(679,769)
Total funds carried forward	20	**21,745,363**	**239,988**	**21,985,351**	23,897,073

The Statement of financial activities complies with the requirements for an income and expenditure account under the Companies Act 2006 and includes all gains and losses recognised in the year.

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THE WILF WARD FAMILY TRUST

(A company limited by guarantee)
REGISTERED NUMBER: 07568318

BALANCE SHEET
AS AT 31 MARCH 2025

	Note		2025 £		2024 £
Fixed assets					
Tangible assets	16		**6,531,667**		6,945,457
Investments	17		**13,939,784**		13,757,021
			20,471,451		20,702,478
Current assets					
Debtors	18	**1,996,142**		1,740,433	
Cash at bank and in hand		**2,483,096**		4,099,610	
		4,479,238		5,840,043	
Creditors: amounts falling due within one year	19	**(2,965,338)**		(2,645,448)	
Net current assets			**1,513,900**		3,194,595
Total net assets			**21,985,351**		23,897,073
Charity funds					
Restricted funds	20		**239,988**		244,219
Unrestricted funds					
Designated funds	20	**10,044,812**		9,938,596	
General funds	20	**9,334,397**		11,077,903	
Revaluation reserve	20	**2,366,154**		2,636,355	
Total unrestricted funds	20		**21,745,363**		23,652,854
Total funds			**21,985,351**		23,897,073

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BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2025

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Professor Dianne Willcocks CBE
Chair of Trustees



Oliver E Colling
Trustee

Date: 25 July 2025
The notes on pages 39 to 62 form part of these financial statements.

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STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Note	**2025** **£**	2024 £
Cash flows from operating activities			
Net cash used in operating activities	23	**(1,878,642)**	(971,058)
Cash flows from investing activities			
Dividends and interest received from investments	5	**457,885**	486,195
Purchase of tangible fixed assets	16	**(87,407)**	(130,025)
Proceeds from sale of investments	17	**2,707,449**	5,695,301
Purchase of investments	17	**(2,726,522)**	(5,930,082)
Net cash provided by investing activities		**351,405**	121,389
Change in cash and cash equivalents in the year		**(1,527,237)**	(849,669)
Cash and cash equivalents at the beginning of the year		**4,493,702**	5,343,371
Cash and cash equivalents at the end of the year	24	**2,966,465**	4,493,702

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1. Accounting policies

1.1 Basis of preparation of financial statements

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 issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006, the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The Wilf Ward Family Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in sterling which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

1.2 Company status

The Trust is a company limited by guarantee. The members of the company are the Trustees named on page one. In the event of the Trust being wound up, the liability in respect of the guarantee is limited to £10 per member of the Trust.

1.3 Going concern

The Trustees have prepared long term financial forecasts for the period to 31 March 2029 and subjected these forecasts to sensitivity analysis which shows that they have sufficient reserves to be able to continue for the foreseeable future. They will continue to monitor the impact on income and appropriate action will be taken as necessary.

Due to the level of free reserves held, the Trustees have concluded that the charity remains a going concern whilst such viable options are available to it. The Trustees therefore continue to adopt the going concern basis of preparation for these financial statements.

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1. Accounting policies (continued)

1.4 Income

Income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Voluntary income is received by way of donations, legacies and grants. Donations are included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

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

Income from charitable activities includes income recognised as earned (as the related service is provided) under contract. Where income is received in advance of a specified service it is deferred until the charity is entitled to that income.

Investment income is included when receivable by the charity.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party. Expenditure is classified under activity headings that aggregate all costs related to the category. Cost of raising funds relate to investment management fees.

Charitable activities comprise those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs comprise the central costs and overheads of providing services. They are allocated between charitable activities based on the number of contracted staff in each area.

Governance costs comprise of cost of external advice, audit, costs of trustees' meetings and other activities related solely to the governance of the Trust.

Irrecoverable VAT is written off in the period in which it arises.

Expenditure on raising funds includes all expenditure incurred by the charitable company to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

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1. Accounting policies (continued)

1.5 Expenditure (continued)

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charitable company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

1.6 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of Financial Activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of Financial Activities as the related expenditure is incurred.

1.7 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

1.8 Gifts in Kind

In the event that a gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title of the asset having been transferred to the charity. The value of services provided by volunteers has not been included in these accounts.

1.9 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charitable company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

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1. Accounting policies (continued)

1.10 Tangible fixed assets and depreciation

Individual fixed assets for existing schemes costing £1,000 or more are capitalised at cost, together with all set up costs of new schemes.

Tangible fixed assets are carried at cost or valuation, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives.

Depreciation is provided on the following bases:

Freehold property	- 2% straight line
Freehold land	- Not depreciated
Motor vehicles	- 25% straight line
Fixtures and fittings	- 15% straight line
Office equipment	- 25% / 50% straight line

Freehold land is not depreciated.

1.11 Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date using the closing quoted market price. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

1.12 Debtors

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

1.13 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.14 Creditors and provisions

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

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1. Accounting policies (continued)

1.15 Financial instruments

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

1.16 Operating leases

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

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the lease term until the date the rent is expected to be adjusted to the prevailing market rate.

1.17 Pensions

The charitable company operates a defined contribution pension schemeand the pension charge represents the amounts payable by the charitable company to the fund in respect of the year.

1.18 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.19 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charitable company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

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2. **Critical accounting estimates and areas of judgement**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The charitable company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of cau sing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgement:

Depreciation

The depreciation policy has been set accordingly to the experience of the useful lives and residual values of a typical asset in each category. The depreciation charged during the year was £272,512 (2024: £322,625) which the Trustees feel is a fair reflection of the benefits derived from the consumption of the tangible fixed assets in use during the period.

Bad debt provision

Outstanding trade debtor balances are reviewed on a line by line basis to identify possible amounts where a provision is required. Management closely manage the collection of trade debtors and therefore are able to identify balances where there is uncertainty about its recoverability, and determine what provision is required (if any).

Property valuation

The charitable company has had all properties professionally valued during the prior year. Whilst the charitable company applies a policy of recognising tangible fixed assets at cost, where the valuation shows an indication of impairment this has been recognised in the accounts.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

3. Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Donations	5,549	4,423	**9,972**	5,343
Legacies	-	-	**-**	44,990
	5,549	4,423	**9,972**	50,333
Total 2024	47,058	3,275	50,333	

4. Income from charitable activities

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Registered care homes	4,487,656	**4,487,656**	5,113,774
Supported Living	20,636,542	**20,636,542**	19,891,007
Community services	83,570	**83,570**	96,070
Other income	112,425	**112,425**	588,472
	25,320,193	**25,320,193**	25,689,323
Total 2024	25,689,323	25,689,323	

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5. Investment income

		Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Dividends and interest from investments		359,398	**359,398**	361,492
Bank interest		98,487	**98,487**	124,703
		457,885	**457,885**	486,195
	Total 2024	486,195	486,195	

6. Other income

		Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Other income		10,525	**10,525**	20,706
	Total 2024	20,706	20,706	

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

7. Expenditure on raising funds

Fundraising trading expenses

	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Fundraising expenses	8,654	**8,654**	13,526
Total 2024	13,526	13,526	

8. Investment management costs

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Investment management fees	76,781	**76,781**	72,704
Total 2024	72,704	72,704	

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9. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2025 £	Total 2025 £	Total 2024 £
Registered care homes	5,572,100	**5,572,100**	5,802,510
Supported Living	21,709,585	**21,709,585**	20,515,714
Other services	135,332	**135,332**	128,199
Governance costs (Note 11)	54,048	**54,048**	36,837
	27,471,065	**27,471,065**	26,483,260
Total 2024	26,483,260	26,483,260	

10. Analysis of expenditure by activities

	Direct staff costs 2025 £	Direct service costs 2025 £	Support costs 2025 £	Total funds 2025 £	Total funds 2024 £
Registered care homes	4,030,656	705,982	835,462	**5,572,100**	5,802,510
Supported Living	16,832,550	1,298,602	3,578,433	**21,709,585**	20,515,714
Other services	1,763	111,114	22,455	**135,332**	128,199
Governance costs (Note 11)	-	-	54,048	**54,048**	36,837
	20,864,969	2,115,698	4,490,398	**27,471,065**	26,483,260
Total 2024	20,412,751	2,283,655	3,786,854	26,483,260	

The allocation of expenditure is based on commissioned hours across the activities.

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10. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2025 £	Total funds 2024 £
Staff costs	**2,910,964**	2,425,659
Office property costs	**229,187**	243,375
Office costs	**605,310**	510,896
Advertising, recruitment and training	**385,085**	325,731
Depreciation	**87,300**	108,023
Other	**82,786**	8,378
Insurance	**135,718**	127,955
Governance costs	**54,048**	36,837
	4,490,398	3,786,854

Staff costs within support costs contain employment costs relating to Finance, People & OD, Digital and Estates, Quality, Marketing and the Leadership Team. The basis of allocation of support costs has changed during the current year from the comparative basis, and there are now more categories of support costs.

11. Governance costs

	Unrestricted funds 2025 £	**Total funds 2025 £**	Total funds 2024 £
Audit and accountancy fees	41,346	**41,346**	27,529
Trustees' meetings and governance	12,702	**12,702**	9,308
	54,048	**54,048**	36,837
Total 2024	36,837	36,837	

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12. Auditor's remuneration

	2025	2024
	£	£
Fees payable to the charitable company's auditor and its associates for the audit of the charitable company's annual accounts	**20,890**	19,975
Fees payable to the charitable company's auditor in respect of:		
Accountancy services	**4,010**	3,500

13. Net income/(expenditure)

This is stated after charging:

	2025	2024
	£	£
Depreciation of tangible fixed assets:		
- owned by the charity	272,513	322,625
Operating lease charges	383,569	372,970

14. Staff costs

	2025	2024
	£	£
Wages and salaries	**19,302,347**	17,702,940
Social security costs	**1,533,767**	1,363,551
Contribution to defined contribution pension schemes	**430,388**	391,421
	21,266,502	19,457,912
Agency staff costs	**2,509,431**	3,380,498
	23,775,933	22,838,410

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14. Staff costs (continued)

The average number of persons employed by the charitable company during the year was as follows:

	2025	2024
	No.	No.
Central Administration	**67**	64
Residential	**131**	135
Supported Living	**672**	635
Short Breaks	**-**	14
	870	848

The average headcount expressed as full-time equivalents was:

	2025	2024
	No.	No.
Full time equivalent	**554**	532

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025	2024
	No.	No.
In the band £60,001 - £70,000	**5**	4
In the band £70,001 - £80,000	**1**	-
In the band £80,001 - £90,000	**1**	1
In the band £90,001 - £100,000	**-**	1
In the band £130,001 - £140,000	**1**	1

The total amount of employee benefits (including employer's national insurance and pension contributions) received by key management personnel was £425,434 (2024: £360,635). The charity considers its key management personnel to comprise of the Chief Executive Officer, Director of Resources and Director of Operations.

15. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2024 - £nil).

During the year ended 31 March 2025, no trustees incurred expenses (2024 - £668 paid to 3 trustees in relation to training courses, the reimbursements of travel expenses and other minor expenditure).

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

16. Tangible fixed assets

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Office equipment £	Total £
Cost or valuation					
At 1 April 2024	**9,980,506**	**305,006**	**459,860**	**943,405**	**11,688,777**
Additions	**-**	**-**	**66,510**	**20,897**	**87,407**
Disposals	**(300)**	**(18,795)**	**(1,804)**	**-**	**(20,899)**
At 31 March 2025	**9,980,206**	**286,211**	**524,566**	**964,302**	**11,755,285**
Depreciation					
At 1 April 2024	**3,304,059**	**245,127**	**363,534**	**830,600**	**4,743,320**
Charge for the year	**149,075**	**23,370**	**32,778**	**67,289**	**272,512**
On disposals	**-**	**(18,620)**	**(1,804)**	**-**	**(20,424)**
Impairment charge	**228,210**	**-**	**-**	**-**	**228,210**
At 31 March 2025	**3,681,344**	**249,877**	**394,508**	**897,889**	**5,223,618**
Net book value					
At 31 March 2025	**6,298,862**	**36,334**	**130,058**	**66,413**	**6,531,667**
At 31 March 2024	6,676,447	59,879	96,326	112,805	6,945,457

Non depreciable land with a cost of £1,658,997 (2024: £1,658,997) is held within freehold property.

During the year the Trustees carried out an impairment review of the freehold property. It was found that two properties were held at values in excess of market value and all other properties are carried at less than market value. Accordingly an exceptional impairment of £228,210 was recognised in these financial statements.

The professional valuations completed at 31 March 2024 indicated that the market value of all freehold land and property was £10,710,000.

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17. Fixed asset investments

	Listed investments £	Total 2025 £	Total 2024 £
Valuation			
At 1 April 2024	13,362,929	**13,362,929**	12,539,900
Additions	2,726,522	**2,726,522**	5,930,082
Disposals	(2,707,449)	**(2,707,449)**	(5,695,301)
Revaluations	74,413	**74,413**	588,248
At 31 March 2025	13,456,415	**13,456,415**	13,362,929
Investment cash (note 24)	483,369	**483,369**	394,092
At 31 March 2025	13,939,784	**13,939,784**	13,757,021

Included in listed investments are investments held in the UK with a market value of £8,430,172 (2024: £8,515,689). The remaining listed investments are held overseas and have a market value of £5,026,243 (2024: £4,847,240).

Revaluation Reserve

	2025 £	2024 £
Listed investments at valuation	**13,456,415**	13,362,929
Historical cost of listed investments	**(8,300,422)**	(7,936,735)
Donated assets at value transferred in (deemed cost)	**(2,789,839)**	(2,789,839)
Unrealised gains on listed investments	**2,366,154**	2,636,355

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18. Debtors

	2025	2024
	£	£
Trade debtors	**1,300,388**	946,419
Other debtors	**149,450**	137,525
Prepayments and accrued income	**546,304**	656,489
	1,996,142	1,740,433

19. Creditors: Amounts falling due within one year

	2025	2024
	£	£
Trade creditors	**183,749**	275,618
Other taxation and social security	**320,808**	283,546
Accruals and deferred income	**2,460,781**	2,086,284
	2,965,338	2,645,448

	2025	2024
	£	£
Deferred income at 1 April 2024	**936,363**	1,117,870
Income deferred during the year	**1,207,323**	936,363
Amounts released from previous periods	**(936,363)**	(1,117,870)
	1,207,323	936,363

Deferred income relates to amounts received from local authorities in advance of services being provided.

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20. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2025 £
Unrestricted funds						
Designated funds						
Supported People	**347,709**	**119,276**	**(106,484)**	-	-	**360,501**
Long Term Investment Fund	**9,590,887**	-	-	**93,424**	-	**9,684,311**
	9,938,596	**119,276**	**(106,484)**	**93,424**	-	**10,044,812**
General funds						
General Funds	**11,077,903**	**25,674,876**	**(27,669,572)**	**251,190**	-	**9,334,397**
Revaluation reserve	**2,636,355**	-	-	**(344,614)**	**74,413**	**2,366,154**
	13,714,258	**25,674,876**	**(27,669,572)**	**(93,424)**	**74,413**	**11,700,551**
Total Unrestricted funds	**23,652,854**	**25,794,152**	**(27,776,056)**	-	**74,413**	**21,745,363**

Supported People: This is money put aside by the Trustees for the Supported Living schemes which has not beer spent but will provide a reserve for future years' replacements of white goods, laundry equipment and internal decorating.

Long Term Investment Fund: This fund is made up of investment portfolios managed by JM Finn & Co and Investec Wealth & Management, the investments are invested on a long term capital growth basis to ensure service provision for future beneficiaries. The transfer to unrestrictedfunds represents movement on these funds such that the carried forward value of the fund agrees to the fair value of the portfolios.

The transfer from the revaluation reserve represents realised gains/losses in the year.

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20. Statement of funds (continued)

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2025 £
Restricted funds						
Central Fund	**192,208**	**-**	**-**	**-**	**-**	**192,208**
Other Restricted Funds	**52,011**	**4,423**	**(8,654)**	**-**	**-**	**47,780**
	244,219	**4,423**	**(8,654)**	**-**	**-**	**239,988**
Total of funds						
	23,897,073	**25,798,575**	**(27,784,710)**	**-**	**74,413**	**21,985,351**

Restricted funds

The Central Fund includes a donation made to the Trust to support development of a hydrotherapy fund. The balance of this at 1 April 2024 was £166,089. The hydrotherapy pool project is not progressing and in 2024 the donor confirmed these funds should nowbe used for other restricted purposes with £116,262 to be used for an Active Citizenship Project and £49,827 for the Wishbone holiday and events fund. The donor made a donation of £173 during the year to the Wishbone holiday and events fund.

Other Restricted Funds: This represents money given for specific purposes.

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20. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2024 £
Unrestricted funds						
Designated funds						
Supported People Long Term Investment Fund	363,249	112,795	(128,335)	-	-	347,709
	8,949,950	-	-	640,937	-	9,590,887
	9,313,199	112,795	(128,335)	640,937	-	9,938,596
General funds						
General Funds	13,380,376	26,130,487	(27,372,713)	(1,060,247)	-	11,077,903
Revaluation reserve	1,628,797	-	-	419,310	588,248	2,636,355
	15,009,173	26,130,487	(27,372,713)	(640,937)	588,248	13,714,258
Total Unrestricted funds	24,322,372	26,243,282	(27,501,048)	-	588,248	23,652,854

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20. Statement of funds (continued)

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2024 £
Restricted funds						
Central Fund	192,208	-	-	-	-	192,208
Other Restricted Funds	62,262	3,275	(13,526)	-	-	52,011
	254,470	3,275	(13,526)	-	-	244,219
Total of funds	24,576,842	26,246,557	(27,514,574)	-	588,248	23,897,073

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21. Summary of funds

Summary of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2025 £
Designated funds	**9,938,596**	**119,276**	**(106,484)**	**93,424**	**-**	**10,044,812**
General funds	**13,714,258**	**25,674,876**	**(27,669,572)**	**(93,424)**	**74,413**	**11,700,551**
Restricted funds	**244,219**	**4,423**	**(8,654)**	**-**	**-**	**239,988**
	23,897,073	**25,798,575**	**(27,784,710)**	**-**	**74,413**	**21,985,351**

Summary of funds - prior year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2024 £
Designated funds	9,313,199	112,795	(128,335)	640,937	-	9,938,596
General funds	15,009,173	26,130,487	(27,372,713)	(640,937)	588,248	13,714,258
Restricted funds	254,470	3,275	(13,526)	-	-	244,219
	24,576,842	26,246,557	(27,514,574)	-	588,248	23,897,073

22. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	6,531,667	-	**6,531,667**
Fixed asset investments	13,939,784	-	**13,939,784**
Current assets	4,239,250	239,988	**4,479,238**
Creditors due within one year	(2,965,338)	-	**(2,965,338)**
Total	21,745,363	239,988	**21,985,351**

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22. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	6,945,457	-	6,945,457
Fixed asset investments	13,757,021	-	13,757,021
Current assets	5,595,824	244,219	5,840,043
Creditors due within one year	(2,645,448)	-	(2,645,448)
Total	23,652,854	244,219	23,897,073

23. Reconciliation of net movement in funds to net cash flow from operating activities

	2025 £	2024 £
Net expenditure for the year after investment gains/(losses) (as per Statement of Financial Activities)	**(1,911,722)**	(679,769)
Adjustments for:		
Depreciation charges	**272,512**	322,625
Impairment of tangible fixed assets	**228,210**	945,084
Gains on investments	**(74,413)**	(588,248)
Dividends and interest receivable from investments	**(457,885)**	(486,195)
Loss on the sale of fixed assets	**475**	521
Increase in debtors	**(255,709)**	(307,662)
Increase/(decrease) in creditors	**319,890**	(177,414)
Net cash used in operating activities	**(1,878,642)**	(971,058)

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24. Analysis of cash and cash equivalents

	2025	2024
	£	£
Cash in hand	**2,483,096**	4,099,610
Investment cash (note 17)	**483,369**	394,092
Total cash and cash equivalents	**2,966,465**	4,493,702

25. Analysis of changes in net debt

	At 1 April 2024	Cash flows	At 31 March 2025
	£	**£**	**£**
Cash at bank and in hand	**4,099,610**	**(1,616,514)**	**2,483,096**
Investment cash	**394,092**	**89,277**	**483,369**
	4,493,702	**(1,527,237)**	**2,966,465**

26. Pension commitments

The Trust operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Trust in an independently administered fund. The pension cost charge represents contributions payable by the Trust to the fund and amounted to £430,388 (2024: £391,421). At the year end there was a balance of£83,921 (2024: £nil) outstanding.

27. Operating lease commitments

At 31 March 2025 the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025	2024
	£	£
Not later than 1 year	**348,510**	169,215
Later than 1 year and not later than 5years	**214,420**	183,870
Later than 5 years	**75,926**	103,995
	638,856	457,080

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28. Related party transactions

The charitable company has not entered into any related party transaction during the current or previous year, no are there any outstanding balances owing between related parties and the charitable company at 31 March 2025 or 31 March 2024.

29. Controlling party

The charitable company is controlled by its members who are also the Trustees. No individual member has overall control.

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THE WILF WARD FAMILY TRUST

England & Wales - Charity number 1140852

Accounts

Registered number: 07568318
Charity number: 1140852

THE WILF WARD FAMILY TRUST

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

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THE WILF WARD FAMILY TRUST

(A company limited by guarantee)

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THE WILF WARD FAMILY TRUST

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS TRUSTEES AND ADVISERS

FOR THE YEAR ENDED 31 MARCH 2024

Trustees

Professor Dianne Willcocks CBE, Chair
Marianne Betts
Anna E Boaden
Helen M Burke (resigned 3 June 2024)
Andrew C Chang (resigned 1 June 2024)
Oliver E Colling
Rosemary Du Rose (resigned 31 December 2023)
Josephine M Mennell
Roger J Stocker (resigned 1 April 2024)
Alex Trigg
Justine Walker
Professor Rachel Wicaksono (appointed 17 May 2024)

The Trustees would like to thank Helen M Burke, Andrew Chang, Rosemary Du Rose and Roger Stocker for their commitment, support, and service as Trustees. They would also like to thank Malcolm B Smith who was an Independent Committee Member who resigned this position in December 2024.

Company registered number

07568318

Charity registered number

1140852

Registered office

Westgate House, 5 Westgate, Pickering, North Yorkshire, Y018 8BA

Company secretary

Paul McCay
Deborah Lewis-Bynoe (appointed 26 February 2024)

Founder Trustees

Wilfred Ward OBE (17 November 1916 - 19 January 2005)
Phyllis Ward (28 February 1921 - 19 December 2009)

Independent auditor

BHP LLP, Rievaulx House, 1 St Mary's Court, Blossom Street, York, YO24 1AH

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Bankers

Barclays Bank Plc, Ryedale Group of Branches, P O Box 10, Malton, North Yorkshire, YO17 0ER

Barclays Bank provides the Trust with banking facilities and has worked closely with senior management in order to meet the Trust's requirements.

Solicitors

Hempsons Solicitors, The Exchange, Station Parade, Harrogate, HG1 1TS.

Hempsons Solicitors provide the Trust with legal services primarily relating to employment law, industrial relations and health and social care matters.

Joint Investment Advisors

J M Finn & Co, 4th Floor, 33 Park Place, Leeds, LS1 2RY,

Investec Wealth & Investment, The Plaza, 100 Old Hall Street, Liverpool, L3 9AB,

Brewin Dolphin, 10 Wellington Place, Leeds, LS1 4AN,

J M Finn & Co, Investec Wealth & Investment and Brewin Dolphin have worked closely with Trustees and reported on the benchmarking requirements set for investments.

IT Advisors

FluidOne Business IT, Sysstems House, Shepcote Office House, 333 Shepcote Lane, Sheffield, S9 1TG

Insurance

PIB Insurance Brokers, Poppleton Grange, Low Poppleton, York, YO26 6GZ

PIB Insurance Brokers source insurance products and advise the Trust to ensure the Trust is covered for all potential liabilities.

Senior Leadership Team

Paul McCay	Chief Executive
Deborah Lewis-Bynoe	Director of Resources (appointed 24 April 2023)
Laura Parker	Director of Operations

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CHAIR'S AND CHIEF EXECUTIVES'S STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

Chair's Welcome

As Chair of The Wilf Ward Family Trust, I am pleased to introduce a report on the charity's professional development across a period that has challenged our communities in so many ways. This 2023-24 narrative illustrates proudly the contribution that we make to enabling those we support to live extraordinary lives – in a context of exceptional challenge and turbulence, both within the Trust and across the world beyond. Unremitting focus on the quality of leadership, in the senior team and across our services, has been pivotal in maintaining standards and promoting a culture of dignity and respect, thus contributing to our ambitious agenda for securing extraordinary lives.

And whilst the financial outturn remains disappointing, a significant revisiting of service viability and the scoping of new opportunities set against projected future demands is designed to address, in part, the difficulties imposed by commissioning shortfalls. Alongside routine oversight of future development, a fresh approach to risk appetite and risk management has been welcomed by Trustees – together with a restructuring of governance arrangements and the strengthening of voices at committee through significant Independent Committee Member appointments.

Importantly, this year has also seen the confirming and wider sharing of our Strategic Plan, designed to achieve a step change that will take us into the next phase of development for the Trust. As the clamour of public voices for revisiting the nation's policy approach to social care grows ever louder, together with the related matter of appropriate financial underpinning, we recognise that creating new value-for-money delivery vehicles will be warmly received and we anticipate that new ways of working in partnership with others who share our values will be one route to achieving this desired outcome.

The continuing journey towards creating a fully inclusive Board has made significant progress this past year – in dialogue with our Jigsaw partners, the individuals we support. They are helping the Trust to form a Voices Council, and through their activities contribute actively to key policy debates together with their creative role in training, in appointments and in profiling the Trust and the individuals we support on social media.

Finally, across this year, despite its many challenges, it has been a privilege to work closely with our talented and committed teams across the Trust, and, as part of a skilled and values-led board, to help support good governance through the impressive experience, and expertise of our Trustees. I am indebted to all those who have worked tirelessly to protect both the everyday experiences of the individuals we support and the wider reputation of our proud Yorkshire name. Our innovative and inclusive forward strategy ensures that we will be delivering services that are shaped for the future by the voices of those in our care.



Professor Dianne Willcocks CBE

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CHAIR'S AND CHIEF EXECUTIVES'S STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

Chief Executive's Welcome

At first glance, the financial performance of the Trust during the period under review is concerning but unsurprising and reflects the continued underfunding of social care and the lack of a cohesive national policy approach aimed at placing social care on a sustainable footing. Decades of underinvestment by successive governments on social care delivery, rising demand for services and real terms reductions in local authority funding compounded by the post-pandemic financial crisis, and changing approaches to work, have created an extremely difficult environment for all social care operators. The widely reported challenges in recruitment and retention continue unabated and appear to have impacted the Trust even further than other social care providers due, in part, to the geographical location of some of our services which are in more rural settings and often lack affordable and accessible transport links. Sadly, social care remains widely unrecognised as a fulfilling and exciting career choice. It is a sector that makes considerable demands of its staff in terms of hours worked the physical and emotional strains it places on colleagues and the lack of status against comparative roles in the NHS. We are putting considerable effort into making a role in social care as attractive as possible, but we are limited in what can be achieved as a single entity in a large and complex market. Subsequently, we will need significant input from sector bodies and the government to re-establish social care as an employment sector that offers a variety of vibrant opportunities. The work being undertaken by Skills for Care on the social care workforce plan is welcome, but this must be supported by a substantially resourced and focused sustainability plan sponsored by the next government.

However, the financial performance of the Trust tells an additional story. One that is focused on organisational change and aimed at maintaining a sustainable future enabled by our wider strategic plans. Despite the externally driven challenges, the work being undertaken by our staff remains focused on delivering high quality care and support for everyone we support. Considerable resources and effort have been utilised during the past year to assist the re-positioning of the Trust to deliver its strategic plans. This has included reserves being used to fund the creation of several new operational and support services roles focused on quality improvement, business development and recruitment and retention.

Work has also been undertaken to redesign the quantity and quality of training courses and personal development opportunities being made available to all staff. This is in part due to the increasing complexity of needs of the individuals we support and a requirement to continually upskill and train both existing staff and new entrants to the social care workforce. We are also looking at how we can continually invest in the skills our workforce will need to deliver future focused services. Additionally, we have undertaken a revaluation of our property portfolio to assist decisions regarding what services we may need to re-design, relocate and re-purpose over the coming years. This has resulted in a small number of properties being identified as over-valued on our balance sheet. Good accounting practice requires that we impair the properties that are over-valued, and our financial results for the period under review, reflect this impairment.

We have spent much of the past 12 months focusing on ways in which we can increase and recognise the impact of the Trust and equally that of the individuals we support. Following an immense amount of hard work, we have been awarded the Investors in Diversity Silver Award by the National Centre for Diversity. This is just the first stage in our work to recognise the value that diversity brings to our sector. We were also regional finalists in several categories in the National Care Awards and The Women Achieving Greatness in Social Care Awards. We are working closely with Jigsaw, our user experts by experience group to develop ways in which they can become more active citizens in their local communities and how they can support our Board to become user led. Finally, we have been building strong relationships with local sports teams including Leeds Rhinos and York City Football Club, which focus on inclusion and recognising how sport unites people across all levels of ability. Our level of engagement across our workforce, communities and with the individuals we support is increasing and we have exciting plans to do more of this in the coming years.

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CHAIR'S AND CHIEF EXECUTIVES'S STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024 ONWARDS

Despite the continuing financial challenges, the Trust remains financially strong with significant resources at its disposal. We recognise that we cannot rest on our laurels and that our strong position now cannot be taken for granted. The Trustees, and the Leadership Team recognise that we have just a few opportunities to utilise these resources to begin transforming the shape, structure, plans and ultimately future direction of the organisation. The story of the financial period under review should demonstrate the immense amount of work that has been undertaken to build the foundations of our future. During the next few years this transformation shall begin at pace, seeking not only to deliver our strategic plan but alongside that a sustainable future.



Paul McCay
Chief Executive

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

The Trustees have pleasure in presenting their report and the audited financial statements of the charity for the year ended 31 March 2024. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

GOVERNANCE

The Wilf Ward Family Trust is a Company Limited by Guarantee and a Registered Charity and is governed by its Memorandum and Articles of Association, dated 16 March 2011, in line with the following objectives:

OBJECTIVES

The objectives of The Wilf Ward Family Trust are:-

a) To relieve the needs and promote, support and improve the lives, independence and life chance opportunities for children, adults and older people resident principally in the Yorkshire and Humber, North East regions or elsewhere in the United Kingdom who as a result of their ill health or disability relating to their physical, learning or mental health requirements are unable to meet their own needs or achieve their ambitions by providing them with support or care or accommodation or any combination of these.

b) To relieve the needs and promote the enablement of adult residents in that geographical area with complex disadvantages or barriers to work and/or who as a result of their ill health or disability relating to their physical, learning or mental health requirements are unable to meet their own needs or achieve their ambitions by the provision of:
   - Work, employment, occupations and activities provided by the Company or at its direction and with its support
   - Training and advice, and advocacy services

c) To provide relief to carers throughout that geographical area by the provision of appropriate residential, short breaks, community services and other identified support needs for the child, adult or older person with a disability.

d) The promotion of independence, health, wellbeing and social inclusion amongst people in the same geographical area in need of support by reason of age, ill-health, disability, financial hardship or other disadvantage by the provision of transport, delivery of goods, outings and social trips, domestic/ housekeeping tasks and any other similar services as Trustees may from time to time determine.

e) Such other charitable purposes for the benefit of the public of the same geographical area as Trustees may from time to time determine.

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

DIRECTORS AND TRUSTEES

The Directors of the charitable company (the charity) are its Trustees for the purposes of the Companies Act and Charity Law and throughout this report are collectively referred to as Trustees. Trustees are initially appointed for a period of three years, and they are encouraged to put themselves forward for re-appointment for two subsequent periods of three years, on the anniversary of their third year in the post. During the coming financial period the Trustees intend to review the terms of Trustee appointment and consider moving to appointment periods of two periods of three years, rather than the existing three periods of three years. This change is being explored in recognition of the time and commitment pressures being a Trustee can place on prospective Trustees. Irrespective of the length of appointment, Trustees can resign from their position at any time within this period of service. During the financial period under review, one Trustee resigned. Three more Trustees left early in the new financial year, including one who had retired after serving a maximum of nine years. One newly appointed Trustee has since joined meaning that there are currently eight Trustees.

Given the range of activities and challenges that the Trust is likely to face in the coming years, it is anticipated that several new Trustees will be recruited in the next 12 to 24 months. There is no maximum number of Trustees who can be appointed. All Trustees hold equal voting rights, with the Chair holding the casting vote in cases where no clear outcome has been decided. The Trust does not consider that there is any one person associated with the Trust who could be considered a person holding significant control. Board meetings are mainly held face to face but there is the opportunity for all meetings to be held virtually or in hybrid format if required.

During the past few years, the Trust has revisited its use of the role of Independent Committee Member. The persons who hold these roles are usually highly experienced and skilled practitioners from a range of backgrounds. They do not have the same legally mandated responsibilities and accountabilities as Trustees but act as strategic advisors to the three Committees and to the Executive Leadership Team. The Trust is fortunate to have attracted several skilled Independent Committee Members in the last 12 months, and we expect to continue to develop this role and to continue to recruit new Independent Committee Members with the appropriate skills and ambition to assist the delivery of our strategic plan.

All new Trustees are encouraged to visit services to engage with the individuals we support and meet colleagues beyond the membership of the Leadership Team. Newly appointed Trustees are mentored by a more established Trustee and a full induction process is followed. Trustees are encouraged to maintain their own training log, and they are given access to relevant online training purchased by the Trust, to seminars and conferences and to access face-to-face training delivered across the Trust. All Trustees undergo a bi-annual 360-degree appraisal process where they receive feedback from fellow Trustees and members of the Leadership Team. The Trustees also regularly appraise the performance of the whole Board as part of an annual Board Effectiveness Review.

The day-to-day management of the Trust is delegated to the Executive Leadership Team who are listed on page 2. No Trustee received any remuneration during the year. Expenses reimbursed to Trustees are noted in note 15 to the accounts.

Appointment of Trustees and Chair

Our current Chair, Professor Dianne Willcocks has announced that she intends to step down as a Trustee in the coming 18 months, so planning is underway to identify the skills and expertise required of a new Chair to help lead the Trust in the future. This has also resulted in the Board and Executive Team considering succession planning at all levels of the Trust and exploring how we can attract new Trustees, Independent Committee Members, senior staff and supporters both now and into the future. The demands and responsibilities of being a Trustee and Independent Committee Member are significant, and the Board recognises that this, alongside the challenges and risks endemic in the sector, could result

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in new Trustees and Independent Committee Members joining the Trust on a more focused and short-term basis.

The Committee structure which supports the Board continues to develop. There are now three Committees in place. The Governance and Remuneration Committee (GAR), retains its focus on compliance with charity legislation, good governance, workforce matters and executive pay and performance. The remuneration of senior personnel is considered annually at the GAR. Decisions are reached on pay and terms and conditions using benchmarking against other social care organisations across the sector. The focus of the Finance & Assurance Committee (FAA) has shifted towards operational performance and regulatory oversight resulting in it being renamed the Assurance & Risk Committee (ARC). A new committee, the Investments Committee (IC), has been developed to assist the Trust make best use of its assets to meet the resourcing challenges that will need to be overcome as the Trust enters the delivery phase of its strategic plan. This committee will also look at utilising our resources to implement larger scale projects including digital reconfiguration. All three committees can appoint Independent Committee Members who are not Trustees but who are likely to be experts in their field. There are currently four Independent Committee Members who have joined the Trust in recent months: Jane Brightman sits on both the Governance & Remuneration and Investment Committees; Ron Tullock sits on the Assurance & Risk Committee; Phil Jeffries sits on the Assurance & Risk Committee and John Clarke sits on both the Assurance & Risk Committee and the Investment Committee. A former Trustee, Roger Stocker, has agreed to continue his support of the Trust by stepping into an Independent Committee Member role focused on digital infrastructure and investment.

The Trustees meet a minimum of five times a year as a full Board to focus on strategic performance matters and the direction of the Trust. Trustee engagement with the CEO and other staff remains consistently high outside of structured meetings, and the Chair and CEO hold regular meetings to discuss strategic and operational opportunities and risks. The Trustees remain focused on ensuring the Board moves towards becoming increasingly user-led and during the financial period under review the Trustees have received training in how to communicate and work with a user-led Board. They have also agreed to the creation of an Involvement Manager role who will work with the Trustees and senior management to explore how we can ensure that our Board Meetings are open and available to becoming more user led. It is recognised that it will take several years to fully develop the processes and approaches that will fully support this transition, but the Board remain fully committed to it helping shape our future strategic plans.

The Trustees are committed to following the Charity Governance Code and review their adherence to this on an annual basis. Following this review actions are planned and undertaken to ensure the governance of the Trust follows recommended good practice.

Trustee duties to have regard to Section 172(1) of the Companies Act 2006

The Trustees are aware of and believe that they have mechanisms in place to ensure they have complied with their duty to have regard to the matters in section 172(1) of the Companies Act 2006. This includes ensuring that any decisions that may have a long-term influence on the success of the Trust require at a minimum a full risk assessment and business case appraisal. The Trustees monitor the financial performance of the Trust and are clear that we operate fair terms of business and that we endeavour to pay all creditors within 30 days of receipt of an invoice, they have, and take the opportunity to meet with professional advisors to seek feedback on the Trust and its responsiveness to regulatory and legal compliance matters. Trustees regularly engage with staff through the Leadership Team, attendance at the Staff Consultative Group and by visiting services. They also receive feedback from the individuals we support by regular attendance at the Jigsaw group. The Jigsaw Group comprises several individuals we support from across the Trust who have been asked to engage with Trustees and operational staff to address key strategic issues. The Jigsaw Group will assist the Trustees in exploring how they can become more inclusive and led by the individuals we support.

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

The Trustees follow an Environmental, Social and Regulatory approach to investments and seek feedback on the impact of the Trust's operational activities in the wider community. Trustees have a code of conduct and are expected to role

model The Wilf Ward Family Trust Way, which outlines the values and behavioural expectations of all staff.

The Trustees are aware of their duties to inform all regulatory bodies of any areas of concern. This duty is undertaken on their behalf by the Chief Executive. Regular submissions are made to Local Authorities and the Care Quality Commission, usually in the form of safeguarding concerns. To fulfil these duties, the Trustees remain in regular contact with senior staff. They regularly attend ad hoc and scheduled meetings on issues of development or concern.

One Trustee assumes an additional duty of being the safeguarding liaison with the Operations Director. In this role she provides support, oversight and guidance on any matters of concern, however she does not act in isolation from the Board. The Chair also receives updates on safeguarding and health and safety matters from senior staff, and this is shared with the other Trustees through the Committee and Board meetings, or immediately if appropriate. The Trustees do consider whether any concerns should be submitted to the Charity Commission under the Reporting of Serious Incidents (RSI) process, as and when they arise. During the year under review one submission was made to the Charity Commission under the RSI process. The Charity Commission confirmed that they were satisfied with the actions taken by the Trust related to this incident. The Charity Commission was also contacted to discuss our planned closure of The Paceys respite service. This contact was to ensure good practice was followed by the Trust and the Charity Commission stated that they required no further contact regarding this matter.

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The Trustees attend a series of pre-arranged Board and Committee Meetings, alongside various ad hoc events according to the needs of the Trust. The Investments Committee held its first meeting on 19th April 2024 and attendance at this Committee will be reported in the 2024/25 Annual Report. A summary of attendance at pre-arranged meetings is provided below.

Table 1: Showing Trustee attendance at Board and Committee Meetings for the financial period under review.

Trustee	Attendance at Board Meetings	Attendance at Committee Meetings
Professor Dianne Willcocks	6 out of 6	Governance and Remuneration Committee (4 out of 4)
Marianne Betts	4 out of 6	Finance and Assurance Committee (1 out of 3)
Anna Boaden	6 out of 6	Finance and Assurance Committee (2 out of 3) Governance and Remuneration Committee (1 out of 1)
Helen Burke	6 out of 6	Governance and Remuneration Committee (4 out of 4)
Andrew Chang	5 out of 6	Finance and Assurance Committee (2 out of 3)
Oliver Colling	5 out of 6	Governance and Remuneration Committee (3 out of 4) Assurance and Risk Committee (1 out of 1)
Rosemary Du Rose	3 out of 5	Finance and Assurance Committee (3 out of 3)
Jo Mennell	5 out of 6	Finance and Assurance Committee (2 out of 3) Assurance and Risk Committee (1 out of 1)
Dr Justine Stephenson	3 out of 6	Governance and Remuneration Committee (2 out of 4)
Roger Stocker	4 out of 6	Finance and Assurance Committee (4 out of 4)
Alex Trigg	5 out of 6	Governance and Remuneration Committee (4 out of 4)

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TRUSTEES' REPORT
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STRATEGIC REPORT

REVIEW OF ACTIVITIES AND ACHIEVEMENTS

The Trustees wish to start their report by thanking all current and former staff of the Trust for their continued dedication to the individuals we support. It is evident that the changes in workforce expectations that happened after the pandemic are now firmly embedded and are here to stay. The pace of external change has been significant and continues unabated. Consequently, the speed at which the Trust has been forced to respond to the effects of this change has increased. The Trustees have recognised that the human and financial resources required to effectively operate in such a dynamic environment are significant, and that long-term investment is required to ameliorate any risks that may occur if appropriate responses to this change are not implemented. The Trustees have also recognised that they must invest a significant amount of the Trust's reserves over the coming years into specialist roles and organisational infrastructure not only to keep pace with an ever-changing operating environment, but to also ensure that the right roles and systems are in place to deliver the Trust's strategic plans and ambitions.

The Trust's strategic plan 'Extraordinary People, Extraordinary Lives' has developed further during the financial period under review and the Trustees are confident that this provides the organisation with the right focus and ambition to continue to develop the services we currently operate whilst exploring new opportunities. During the past 12 months significant effort has been undertaken to review, challenge and change how the Trust operates. This focus has looked at the following key themes:

- Financial Fitness
- Regulatory and Quality Improvement
- Leadership and Management
- Recruitment and Retention
- Strategic Readiness.

The Trustees recognise that the Trust remains in a fortunate financial position with a strong balance sheet and considerable assets comparative to its operating income and expenditure, and they are clear that our resources must be utilised sensibly and sustainably. At the beginning of this financial period, we had a new Director of Resources join the Trust. In a similar vein to having our Operations Director join us in the previous financial period, she has brought new experience and ways of delivering services. Over the past 12 months she has worked with the Director of Operations and other colleagues across the Trust to review how all the support services for which she is responsible (Finance Team, HR, IT and Learning & Development) can move to a business partnering approach. Work has also been undertaken to develop new approaches to financial forecasting, service sustainability, recruitment and retention and investment into our property portfolio. Additional work has been undertaken to evaluate how we can make best use of the resources that we have at our disposal, ensuring that we are able to invest in high-cost projects related to digital transformation, property improvement and operational growth.

For most of its operating history, the Trust has operated with a relatively small Director and Leadership Team. This was in part a response to the belief that charities should keep their overheads low and focus on responding to need as best as they could. However, considerable external pressures now require the organisation to move at pace and the need for diversity of experience and thinking has meant that a significant investment in newly created senior and specialist roles has been a key focus during the past 12 months. This has led to the creation of a strengthened Leadership Team which has the dual task of operating in a challenging business environment, whilst striving to deliver a complex and ambitious strategy.

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Significant effort has gone into improving the support and training that is provided to our leaders and managers. We have invested resources into creating an in-house leadership programme that is designed to provide our managers with the necessary skills and knowledge to support our workforce and maintain an emphasis on developing high quality user-led services. Alongside this our Learning & Development Team has been working with our Registered Managers to develop locally focused training matrices that recognise the mandatory training expectations that should be made available to all staff, whilst being responsive to the increasingly complex needs of the individuals that we support.

Undoubtedly, the ability to recruit and retain staff has become one of the biggest challenges across the health and social care sector. There are often multiple reasons why staff are difficult to recruit. This includes the location of our services, the requirement to work shifts and in some cases to provide personal care, and the perceived lack of status and low pay across the sector. Competition from other employers, including the NHS, supermarkets and hospitality is another reason why it has become increasingly difficult to recruit staff. Considering this, the Trustees have recognised that they needed to develop our approaches to recruitment and retention, and they have provided the resources to build an in-house Recruitment Team. This has taken some time to develop, but there is now a full team in place who are working with managers across the Trust to develop locally focused recruitment plans to attract new staff. We also recognise that there needs to be considerable emphasis placed on staff development opportunities, approaches to organisational development including job evaluation, coaching approaches and competency frameworks and opportunities for progression. Whilst this work has progressed during the financial period under review, we recognise that we cannot rest on our laurels and that we must continue to explore how we can offer staff a positive employment experience.

A key aspect of our strategic planning has included the need for the Trust to develop more community focused partnerships and to increase the public profile of the Trust and the individuals we support. We have invested in a new Marketing Team, and this has resulted in increased social media activity, stronger internal communications, internal campaigns focused on health and well-being and partnerships being formed with key local organisations and businesses. Our partnership work has been developing in other aspects of what we do, and we continue to work closely with colleagues at York St John University and Coventry University (Scarborough) on issues relating to working practice and on developing a health and social care hub for the wider region. We have recently developed closer ties with colleagues at NHS England (NHSE), following the development of a digital story with NHSE and the Association for Real Change (ARC). The digital story presents the circumstances and outcomes following the passing of an individual we were supporting in hospital. This digital story has been presented to the NHS Improvement Board and at several on-line events as an aide to challenge existing practice and to demonstrate the need to improve how individuals with learning disabilities are treated in hospital. We expect to continue working alongside NHSE and ARC to seek ways to improve hospital experiences for people with learning disabilities in the future.

During the past 12 months we have been focused on ensuring services across the Trust have appropriately trained staff, that there is an emphasis on good quality support and that the properties that we operate from comply with current regulatory requirements. Addressing these three tasks has taken significant effort and resources. As mentioned previously within this report, the level of need and complexity of the individuals we support has increased tremendously. This is compounded by the workforce challenges across acute and primary health care provision, resulting in our staff having to become more skilled in care than previously expected. In recognition of the new regulatory inspection regimen being undertaken by our main regulator, The Care Quality Commission (CQC), we have been undertaking a series of mock inspections undertaken by former CQC Inspectors. The outcomes of the inspections have matched our own self-assessments of where quality improvements are required, and a series of local and organisationally focused action plans have been developed to evidence the actions we need to take to remedy any identified gaps. Our investment in health and safety provision across the Trust now means that we have identified areas where we need to work with landlords, contractors and our staff to meet the regulatory requirements of providing supported and registered accommodation.

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The Trust had an operating deficit of £1,268,017 (2022/23: deficit of £1,121,370) for the period from charitable activities income of £25,689,323 (2022/23: £22,393,718). The National Living Wage increased 9.7% during the financial period under review and it has increased again by a further 9.8% from April 2024. This has placed considerable pressure on the finances of the Trust as approximately 90% of our current operating costs relate to staff wages, taxes and benefits. The fact that both Local Authority and Health contractual fee uplifts for the 2024 / 25 financial period are significantly below

this means that the Trust must further utilise its reserves to continue to pay all its staff a fair wage. While the Trustees welcome the recognition and well-deserved increase in salary that this will bring to all staff, they also note that our commissioners (both local authority and health) must pay the Trust fairly to remain sustainable, address increasing challenge and be able to invest in the future of the organisation.

Future Uncertainties

The NHS and Local Government are facing considerable demands, workforce issues and financial challenges and this will likely continue for several years. However, their challenges are also those of social care, although the social care system does not have the available long-term resources needed to survive this period of fiscal restraint due to high reliance on public funding nor does it have the capacity to operate outside of state funding provision at the same level of delivery. Both the NHS and local government remain significant competitors for our workforce and continue to offer better pay and terms and conditions than we can. At the point of preparing this Annual Report, the government has announced 4th July 2024 as the date of the next General Election. It remains unclear the level of priority that any of the political party's election manifestos will give to the development and funding of social care. What is clear is that many charities and organisations which rely on state finances to cover their operating costs are struggling to remain financially solvent. Regardless of which political party forms a government on 5th July 2024, public finances are stretched, and sector intelligence indicates that despite the social care system being in crisis, it remains outside of the top five priorities for the two main political parties to prioritise. This will mean that the ways in which social care is funded and prioritised will increasingly be driven by local political decision making and prioritisation. The Trust will have to consider in which local authority areas and in which types of services provision it prioritises its future strategic delivery. If our commissioners cannot or will not fund us fairly then we will have to consider how long, we are willing or indeed able to subsidise state commissioned support via our own reserves.

Alongside the state of public finances which directly impact our longer-term financial sustainability, the other key uncertainty remains how we will recruit and retain a stable and long-term social care workforce. Undoubtedly, attitudes to work have changed and social care needs to find ways to provide significant development opportunities and reward packages for its staff. The wider health and social care sector has become increasingly reliant on overseas workers to address staffing shortfalls. The Trust is no exception to this although most of our staff who are from overseas are here on student visas and limited in the hours that they can work. Presently the Trust does not provide sponsorship to overseas staff, but it is possible that we may consider this in the future.

It is evident that the innovation and funding required to achieve this will not be coming via the public purse, at least in the short-term, so it will involve all social care organisations continually exploring where they can find efficiencies, engaging in partnerships and joint ventures and exploring how to work with the wider communities in which they operate. This will come with some risk, as not all opportunities will deliver positive outcomes. Our Trustees recognise that there is a need for the Trust to explore more innovative ways of working, to increase our appetite to risk across the types of work we undertake and who we partner with and to recognise that we may need to cease some activities to be able to engage in new types of delivery.

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Service Provision

The Trust provided during the year:

- 69 supported living homes
- Six registered residential care homes
- One respite property providing respite support to up to 90 individuals from across Leeds (This service will cease in July 2024)
- Disability accessible holiday accommodation for families and individuals at Bempton Holiday Villa, Filey and The Beach House, Filey.

New Services

A key part of the Trust's wider strategic plans is the necessity to work in partnership with other organisations and to consider where this can improve the services offered to our mutual beneficiaries, and whether it is strategically sensible to acquire or merge with such organisations. We have been in discussions with the Trustees of a small organisation, Boothferry Housing Association (BHA) which provides accommodation and support services in Goole. The Trustees have decided to cease trading and asked the Trustees of The Wilf Ward Family Trust to accept their staff, service contracts and assets. Consequently, six staff, and the contract to support 10 individuals at St Davids Court and two individuals at Adeline Street, transferred across to the Trust in December 2023. Both staff and the individuals receiving support at the two properties have adapted well to this transfer to the Trust and case-studies demonstrate that the move has been viewed as positive by all involved. It has been slightly more difficult to organise the final closure of BHA due in part to some minor legal matters that have taken longer than necessary to complete. However, it is anticipated that the ownership of the two properties owned by BHA (Western Road and Adeline Street) and any residual funds held by BHA will be transferred to the Trust in July 2024. Western Road is a six-bed supported living service where the care and support activities are undertaken by an organisation unconnected to the Trust. The residents of this service are supported by another social care charity and our involvement following transfer will be to only provide housing management support.

Our strategic plan sets out the scale of ambition that we must develop new services. We intend to achieve this via a range of activities which will include developing strategic partnerships, exploring joint working, and seeking organisations that we can acquire or merge with. We are also clear that we may need to reprovision some of the services that we currently deliver, either by changing how or where this delivery takes place, or by finding new locations and commissioners to work with.

Changes to Service Provision

We have ceased providing support to the individual living at Kippax a supported living service in Leeds. We are actively working in partnership with Leeds City Council to close our respite service at The Paceys, with a planned closure date of 1 July 2024. The Paceys has been operating at less than full capacity for over 18 months and due to external circumstances it cannot remain open. Regrettably the principal reason for closing this service is the inability to recruit and retain the skilled staff team necessary to meet the needs of the individuals and families that access this vital service. Discussions regarding the future of the service have been on-going for several years and despite having the full support of the local authority, and most of the individuals and families who access The Paceys, the service cannot continue. The local authority does not believe that they can utilise the building or land for another social purpose and so the decision has been made by the Trustees to sell the property on the open market.

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Office and Building Locations

During the period under review work has been undertaken to assess the office locations from which the Trust operates with a view to exploring how changing working patterns will affect where our offices are situated in the future. Demand for office space remains high in urbanised areas such as York and Leeds, so we are exploring locations that are easily commutable across the span of our operations. Vivis House, is an office location in Pickering that the Trust has owned since 2012. Half of this location comprised the café Mr Wilfs which closed during the pandemic and did not re-open. The other half comprises of offices and a changing places facility which is rarely accessed. The staff based at Vivis House have been relocated to Westgate House in Pickering. Steps will now be taken to sell Vivis House, recent pre-sale valuations indicate that the value of the property is lower than the value assigned to it by the Trust, and consequently the value of this property has been impaired to match the pre-sale valuation.

The Trust has owned the former Greystones Café site on Eastgate in Pickering since 2019. Originally, this property was purchased to develop a community hub, but the increased costs of construction projects post pandemic rendered this commercially unviable. The property remains for sale on the open market. It is not anticipated that this property will achieve a sale price that covers the full cost of the works that were undertaken to prepare for it to be converted into a community hub, so it has been decided to impair the pre-sale value of the property to reflect this.

Learning and Development

During the financial period under review significant effort has been undertaken to develop a newly recruited Learning and Development Team that will provide most of the mandatory training required by our staff. The team is now fully recruited and is assisting our Registered Managers to develop training matrices that provide training which is responsive to the changing needs of everyone we support: reviewing our approach to induction of new colleagues; delivering a programme of leadership development; and exploring opportunities to offer apprenticeship opportunities to existing and future colleagues.

Engagement with the individuals we support.

The Jigsaw Group was founded in January 2019 to encourage dialogue with a representative group of individuals we support, on key topics that affect them and the objectives of the Trust. As mentioned previously in this report the Trustees wish to become a more inclusive Board and work is underway to investigate how this ambition can be supported. The creation of a new post of Strategic Lead for Engagement will provide additional support to both the Trustees and the individuals we support to develop the actions necessary to enable this to happen. In the coming financial period, we will be working with several user-led organisations to receive guidance and learning how we can successfully involve all the individuals we support in guiding the strategy of the Trust. Engagement with the Jigsaw Group has increased during the past few years, and Trustees ensure that at least one of them attends each Jigsaw Group Meeting to provide updates on Board activities and plans, and to receive feedback from the members of Jigsaw. During the financial period under review the Trustees have sought advice from the Jigsaw Group on communications and plans relevant to the delivery of the Forward Plan, input on policies and feedback on how to engage the group more fully in the running of the Trust. The level of engagement from the Jigsaw Group has been proactive and has already proved beneficial.

We have also been working with Jigsaw to ensure that everyone supported by the Trust has, where possible, the ability to exercise their democratic rights to engage in politics and to vote. We did invite Rachel Maskell MP to meet with members of Jigsaw in May 2024 (prior to the General Election being announced) and she was vigorously questioned on matters such as disability inclusion, why individuals with a learning disability are not more visible in election campaigns

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and why it is important to support social care. Approaches were made to other MPs across our geography but as the General Election has since been announced we have been unable to secure their attendance at one of our meetings.

We recognise that there are many individuals we support who are living with complex needs and who may be unable to engage as fully as possible in helping to influence the Trust and what happens in their local community. We have set ourselves a challenge over the next few years to seek out methods and opportunities to better engage with them and seek to understand how we can offer them equity of access to events across the Trust and in their communities. Where possible the individuals we support are involved in the recruitment and selection of senior positions, including Trustees, across the Trust.

Fundraising and Legacies

The Trustees remain grateful to every person, staff teams and organisations that raise funds for the Trust. The Trust is registered for Gift Aid and uses the Virgin Money Giving scheme and MyCharityPage.com to encourage donations from the public. One legacy totalling £44,990 was received during the financial period under review.

The Wilf Ward Family Trust does not engage in large scale levels of public fundraising and does not use professional fundraisers or commercial participators. The Trust nevertheless observes and complies with the relevant fundraising regulations and codes. During the year there were no complaints received in relation to the Trust's fundraising practice. Where the Trust receives donations, this may be restricted, by the donor, for a particular purpose or it may be donated with no particular purpose in mind. The Trust holds a restricted fund of £160,000 which was donated to assist with the development of a hydrotherapy pool. It has been clear for several years that this project is no longer possible to deliver. The CEO has recently met with the donor to explain the situation and she has agreed that the funds can be redesignated for a series of projects which we are currently discussing with her. As our strategy progresses, we expect that there will be funding which we can apply for that will provide more opportunities for the individuals we support.

Volunteers

The Trust is grateful to everyone who volunteers their time to enhance the lives of the individuals we support. The Trust does not operate a formal volunteer programme. Where people do volunteer their level of commitment ranges from a few hours every year to assist with fundraising events to weekly attendance at services to engage in activities such as music therapy, singing and befriending. Volunteers are usually people who have a close personal connection with the services in their local area and will normally have known one or more of the individuals we have supported for many years. Our volunteers usually provide support that is targeted within a local service or cluster of services. The focus of our volunteers remains on the services that they are most closely engaged with. As the Trust has been entering into wide ranging discussions with several organisations regarding partnerships and possible merger activity, it has become clear that many smaller organisations have effective volunteering schemes in place. Over the course of the next few years the Trust will explore where and how volunteers can be deployed to improve the quality of service and opportunity that is offered to the individuals we support.

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Use of land and property for charitable purposes

The Trust owns a number of properties, all of which are used to assist the charity in achieving its stated objectives. The Trust does not as a rule bank land or allow a property to remain vacant or unused. There is a small plot of land next to The Paceys in Swillington, Leeds. As stated earlier the Trust will cease to provide respite services at The Paceys at the beginning of July 2024. The Paceys and the land adjacent to it has been placed for sale on the open market. During the financial period under review specialist organisations were commissioned to undertake a revaluation exercise of all the properties owned by the Trust. This included valuing the properties on an existing use basis and a market sale basis. This exercise has resulted in some properties (Vivis House, Sherburn House and Eastgate) having their value impaired, as they were held on the balance sheet at a higher value than that which could be achieved if they were sold at current market rates. This impairment is reflected in the statutory accounts for this financial period.

Public Profile and Partnerships

We continue to engage with two of our local universities York St John and Coventry University (Scarborough Campus) and have started to provide nursing student placements to York University. The Trustees understand that the size and shape of the social care sector is changing. They also recognise that the Trust may not have internal expertise or sufficient resources to achieve its strategic goals without input from other organisations. Consequently, they have decided that forming partnerships, acquiring other organisations and/or merging with other providers is worth consideration. To facilitate this, work has been undertaken during the financial period under review to develop the policies and frameworks necessary to support partnership working in all its forms. The Trustees will welcome approaches from organisations with similar values and ambitions to explore how more can be achieved by working together. The Integrated Care System gained statutory recognition on 1st July 2022, and this will become the main way that local authorities, primary and acute health services and local communities can engage to plan and deliver locally informed health and social care services. The Trustees are keen for the Trust to develop greater connectivity with the local areas from which they operate and to be recognised as a valuable partner within the integrated care system. Senior managers are being encouraged to offer their expertise to local community groups and to seek wider engagement opportunities for the individuals we support beyond what has been traditionally accepted in the past.

During the financial period under review, we have been working with a firm which supports partnership development and merger and acquisition activity. Initially our search has been focused on engaging with organisations which have a presence or skills set that complements our strategic ambitions. Understandably, responses have varied but we have started to develop some small-scale project work with several organisations and during the coming financial period we will look at ways to develop these into revenue generating activities, subject to a suitable business planning process. During 2022/23 we have been strengthening our relationships with our local universities. We have been engaged in action learning research with York St John University with the results from this work being presented at an International Conference on Action Learning, and a conference paper being presented for publication. We have been using some of the learning from this engagement to develop better approaches to learning from safeguarding issues. We have also been working with the Scarborough campus of Coventry University on several projects. One has been introducing several cohorts of the individuals we support to health and social care, sports studies and drama students at the university. The individuals we support have been guiding the students in how they expect to be treated and how they can be involved in the work they do. The feedback from the university has been very positive and the impact on the individuals we support has helped boost their confidence and supported them to have new experiences. We will be exploring research opportunities with both universities in the coming year and are also looking forward to offering placement opportunities to students across our services.

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Risk Management

The Trust responds to and oversees operational and strategic risk in a multitude of ways. Operationally, risk is monitored and addressed via the Leadership Team and remains a dynamic and evolving exercise. During the financial period under review key risks that were identified and addressed included the need to improve both attendance at and the implementation of core training across the Trust. We have also undertaken work with our Trustees, guided by an external agency Audit Yorkshire, to explore the risk appetite held by the Board and to develop new ways of monitoring, reviewing, reporting, and responding to corporate and strategic risk. This work is also being used to inform our approaches to growth and opportunity aligned with our organisational strategy.

Table 1: Summary of the Strategic Risk Register

Risk Category	Summary of risk
1. Maintaining Safe Services	We need to ensure that we recruit and retain the right staff, with the right values to work in all our services, providing them with training, development opportunities and coaching to ensure they are responsive to the needs of every individual we support.
2. Ensuring a positive experience of services	We need to ensure that we help all the individuals we support to gain new experiences, actively engage in their communities, and receive the support that they need to live a gloriously ordinary life.
3. Ensuring a positive culture and engagement	Not only do we need to actively recruit staff, but we also need to actively retain them and we must ensure that we assist our colleagues to remain healthy and well, that we provide leadership and support that allows them to feel connected and engaged with their work and that we ensure our values are displayed and followed at all levels of the organisation.
4. Managing Capacity	We need to ensure that we remain an attractive employer of choice and ensure that our Employee Value Proposition is competitive and distinctive. We recognise that we need substantially more staff than we currently employ to provide continuity of service and respond to increased training and other absences from work, whilst limiting the use of agency staff.
5. Building organisational capability	The needs of the individuals we support are constantly changing, and we are providing more training to staff than previously to ensure that they can safely and appropriately support everybody.
6. Financial Sustainability	The costs of delivering high quality care are increasing, yet the fees we receive are reducing to un-sustainable levels. We must ensure that we operate as efficiently and safely as possible, that we negotiate all fee levels and restructure or cease to operate loss making services, and that we work to limit the use of agency staff across the whole of the Trust.

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7. Infrastructure	We need to ensure that our properties are appropriately maintained and that they meet all regulatory requirements placed upon us as landlords. We also need to ensure that our systems are fit for purpose and that they enable the future development the Trust.
8. Corporate Social Responsibility	We need to ensure that we meet our contractual and moral obligations to become a more environmentally conscious organisation.
9. Partnerships	We recognise the need to work in partnership with a significant number of new and established partners. When doing this we need to be cognisant of the risks and rewards that can arise from any partnership.
10. Strong Governance	As we are part of a highly regulated sector and a charity, we must ensure that our governance systems are strong and that they assist us to make decisions effectively and correctly.

Factors relevant to achieving objectives

The most significant factor relevant to achieving the objectives of the Trust is to ensure that we have a well-trained workforce that can meet the needs of the individuals we support. The Trust continues to pay its staff as well as it can, but we accept that levels of pay are only one factor in attracting and retaining staff at present. We are continuing our work on promoting the health and well-being of our staff and see this as a key priority for the future. In the coming financial year, we need to develop our digital systems to ensure that our recording systems, reporting systems and safeguarding systems are less reliant on paper processing. This will allow us to spot themes and trends more rapidly and reduce the impact of human error. We will also be exploring how we can structure our regional leadership to provide effective and responsive oversight of all our regulated activities, encourage leadership at all levels and create an organisational structure that is geared towards growth.

Clearly, the future sustainability of the Trust requires us to be fairly paid for the services that we provide, and where enough of a margin can be achieved to allow us to re-invest into future services and opportunities. The level of fees that we receive are not sufficient and mean that many of our services now operate at a deficit, with some at deficit even before the application of central overheads. We will be undertaking work in the coming 12 months to assess the viability of all services that we currently operate, and we will be entering into negotiations with our funders to ensure these services achieve full cost recovery.

Quality – Inspection and Service Reviews

The Care Quality Commission (CQC) has continued to focus its inspection regimen on providers deemed to be high risk. The CQC has begun its new inspection regimen, but the Trust has yet to be inspected under this new approach. The pause in inspection activity following the pandemic has meant that most of our services have not had an inspection in three or more years. Furthermore, given the large turnover rate of staff, there will be many services where the staff will not have been involved in a CQC inspection whilst working for the Trust. During the financial period under review preparation work has been undertaken to assist managers and staff teams to implement and progress continuous improvement plans across all aspects of the work they undertake. We have also commissioned several former CQC Inspectors to undertake mock inspections which have then been used to identify gaps in practice and to further develop our approaches to continuous improvement.

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In the past 12 months we have had only two inspections of registrations by the CQC. Both inspections resulted in an overall Good rating post inspection. The rest of our registrations continue to retain their previously awarded overall Outstanding or Good ratings. We have remained in close contact with the CQC and relevant local authority service improvement teams regarding several reportable incidents. In all cases the CQC have allowed our managers to develop action plans that have identified areas of concern and focused on addressing problems in a timely manner. Like most other social care providers, we have had just a couple of services inspected during the financial period under review. Notwithstanding this we remain in regular contact with the CQC on several issues across our services and continue to report concerns as required. We remain proactively engaged with the CQC and provide them with updates on issues of concern and detail the actions we are undertaking to improve and address any identified problems. The full reports for all the Trust's services can be accessed via the Care Quality Commission website at www.cqc.org.uk.

Staffing/Personnel

The Trust currently employs 844 staff. This is made up of 311 full-time staff (more than 30 hours per week), 410 part-time staff (30 hours or less per week) and 123 relief staff who provide cover on an as required basis. Staff who work relief shifts are encouraged to sign a contract for full / part-time hours if they regularly work such hours across a sustained period. The Trust reports on its Gender Pay Gap every year. The most recent report indicated that the Trust had a median pay gap of 0.09% in favour of female staff, this is opposed to a UK wide figure of 9.4% in favour of male staff.

The Trust has always focused on paying staff at each level the same rate of pay regardless of the experience they have working in social care or the type of work they are undertaking. Pre pandemic this was viewed as the fairest way of sharing resources and ensuring that our staff were fairly paid for the work that they did. Post pandemic it has become clear that our current and future workforce places different values on different aspects of their employment and we will be undertaking a full review of our terms and conditions, pay rates, management structures and reward and recognition options in the coming financial period.

The workforce of the Trust has changed significantly and become more diverse during the past few years. We now employ a considerable number of students, and we benefit greatly from the flexibility that they can bring to work patterns. We also employ several overseas students who can work for us part-time under the terms of their student visa. Unlike many other social care organisations, the Trust has not become a sponsoring organisation of overseas workers. Given the geographical spread of our services, it would be difficult to recruit to our vacancies without significant planning in place. We are actively considering whether there is merit in becoming a sponsoring organisation and are seeking advice from organisations with experience in successful sponsorship. However, we are also aware that the recent changes to sponsorship rules have impacted the overall number of applicants for such roles nationwide, so we must remain cognisant of the speed at which the rules associated with sponsorship can change.

During the financial period under review the use of agency staff has continued to increase. Agency staff are predominantly used at a small number of our services. This tends to be at services with high staffing needs and where staffing ratios need to be maintained to ensure the needs of the individuals we support are appropriately responded to. Such services are usually located in areas with limited public transport and in areas where competition for the available workforce is high. They can also be services where the level of complexity is high, yet the fees being paid by our commissioners are insufficient to pay our staff a market premium for working there. Each service has been tasked with looking at ways to reduce this reliance on agency staffing, however if our commissioners continue to pay lower than required fee levels then we will be unable to offer the pay and terms and conditions necessary to attract staff to work at these services. This will ultimately result in the Trust needing to re-evaluate the level of needs that can be supported or ceasing to provide these services. This resulted in an increase in the use of agency from a total cost of £2,279,580 during the 2022/23 financial year to £3,380,498 during 2023/24.

Document ID: [redacted]

During the period under review there has been an emphasis on supporting staff and the individuals we support, to develop ways to look after their own health and wellbeing. This has included trialling the offer of a wellbeing day accessible to all staff, numerous on-line sessions which can be accessed in real time and via recordings looking at topics as varied as sleep patterns, exercise and meditation, a more concerted effort to ensure that health and wellbeing matters are considered during staff supervisions, and the development of wellbeing champion roles who are able to direct and promote interventions for staff who may need them. We continue to explore what offers of practical support can be offered to our workforce to improve their well-being and we anticipate in the coming year that a range of support will be made available.

Health and Safety

We have undertaken a comprehensive review of health and safety across our property portfolio during the past 12 months. This review has indicated areas where we have needed to bring in external expertise to ensure compliance with regulatory requirements. Despite identifying some areas of improvement, we now have a clear organisational health and safety strategy focused on property, day to day operational activity and wellbeing. We are exploring how we can integrate health and safety risk identification, reporting and near misses into a wider organisational overview of risk incorporating safeguarding issues. Notwithstanding the day-to-day activities of the Trust as an employer and social care provider, we have additional health and safety responsibilities as landlords and managing agents of properties. In the past we have expected our managers, who are predominantly trained in social care delivery, to assume responsibility for property matters also. In the coming financial period, we will be exploring how we can provide more specialist and targeted support on property management, maintenance, and inspection of the properties for which we are accountable.

North Yorkshire Fire Authority has begun working with us under a Primary Authority agreement. This relationship has proven mutually beneficial as it has helped both organisations understand the complexity of the work we undertake and to explore how we can work together to ensure our properties remain compliant but do not become overly institutional as we implement identified requirements following Fire Risk Assessments. In the coming financial period, we will be looking at how we can develop Health & Safety further by linking this with our safeguarding reporting system. This will help us develop a more holistic overview of the key risks that our staff and the individuals we support can face.

Safeguarding Children and Adults

The Trust continues to take its safeguarding responsibilities seriously. Registered Managers remain in regular contact with Local Authority safeguarding teams and the Care Quality Commission and the Charity Commission where necessary. All safeguarding incidents are reported to the Trustees and a trends analysis is scrutinised at the Finance and Assurance Committee. However, any serious incidents or concerns are discussed with the Chair and Trustees separately to ensure that our regulatory and reporting duties are met in a timely and responsive manner.

Document ID: [redacted]

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

FINANCIAL POSITION

Income from charitable activities was £25,689,323 (2022/23: £22,393,718). Other income, including incoming resources from generated funds and other incoming resources, was £557,234 (2022/23: £386,069) giving total incoming resources for the year of £26,246,557 (2022/23: £22,779,787).

Resources expended for the year were £27,514,574 (2022/23: £23,901,157). Expenditure for 2023/24 included a property impairment of £945,084.

The net outgoing resources before other recognised gains and losses was £1,268,017 (2022/2023: £1,121,370). After gains on investments of £588,248 (2022/23: loss of £802,024), the net decrease in funds was £679,769 (2022/23: decrease of £1,923,394) and the net funds as at 31 March 2024 were £23,897,073 (2022/23: £24,576,842).

RESERVES POLICY

Free reserves as at 31 March 2024 were £6,768,801 (2022/23: £6,925,511). These are the net funds available for the Trust after deducting tangible assets of £6,945,457 (2022/23: £8,083,662), restricted funds of £244,219 (2022/23: £254,470) and designated funds of £9,938,596 (2022/23: £9,313,199). Designated funds include the Housing Benefit Designated Fund and the long-term investment fund. This fund is made up of investment portfolios managed by JM Finn & Co and Investec Wealth & Management, the investments are invested on a long-term capital growth basis to ensure service provision for future beneficiaries.

The Trustees regularly analyse and review the level of reserves and consider that the free reserves of the Trust are sufficient to cover all known risk, liabilities and contingencies, to absorb setbacks and allow the Trust to take advantage of change and opportunity.

The Trustees continually review how the assets of the Trust can be best utilised to ensure that the objectives of the organisation are fulfilled, and the best possible return is provided to ensure the long-term sustainability of the Trust. The Trustees have agreed that subject to a suitable business case, the reserves held by the Trust can be used to purchase new housing and properties to develop new services or to assist with the implementation and delivery of strategically relevant development projects and activities. The Trustees regularly review the level of reserves held. Reserves are held to manage short-term income volatility and to support opportunities that may arise during the year (subject to appropriate business planning). During the financial year further work has been undertaken to develop a long-term financial plan for the Trust, including forecast free reserves, and changes have been made to the investment approach for short-term investments to support delivery of the strategic plan. The reserves policy and the investments policy will be reviewed again in the coming financial period to ensure that both the reserves and the investments policies are aligned to support the long-term strategic ambitions of the Trust.

Until this work has been completed the Trustees have agreed to maintain the previously established target for Free Reserves of between 3 and 6 months of budgeted expenditure. Budgeted expenditure for 2024/25, excluding depreciation, is £27.2mil, so the target for Free Reserves is between £6.8mil and £13.6mil. As set out above, Free Reserves as of 31st March 2024 were £6.8mil.

Document ID: [redacted]

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

PUBLIC BENEFIT

The Trust has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing its objectives and in planning its future activities.

Public Benefit derived from the Trust's services and activities fall under the Charity Commission general heading of: "The relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage." This heading is duly reflected in the objectives of the Trust which are fully disclosed on Page 4 of this report.

The Trust's main objectives are therefore to support both carers of and individuals with disabilities or chronic ill-health conditions or support people who experience complex disadvantages or barriers to employment or access to other community activities. This is achieved through the provision of services within the community or the provision of supported living accommodation or residential care. The Trust delivers these services to a range of disabled children, young people, adults and older people. The delivery of these types of service provision is felt to reflect fully the stated objectives of the Trust.

The Trust's objectives do not restrict the working of the organisation to a particular locality or region. In the main, however, the Trust serves the Yorkshire region and parts of the North-East of England. The Trust will continue to examine opportunities from other areas of the United Kingdom as they present themselves. A key strategic aim is for the Trust to encourage the individuals we support to become more active participants in their local communities, and we are looking at ways in which this can enhance their lives, but also how the Trust can use its assets to work more closely and in partnership with local community groups.

The Trust's objectives are to either complement statutory social care and health service provision or deliver such statutory services through contracted arrangement and as such they are designed to provide value for money and equal access, without restriction, within areas of operation. The Trust is mindful of prevailing social and economic conditions and has demonstrated through its continued ability to secure new contracts that it provides value for money services. Services are designed to meet not only the individual needs of service users but also the broad objectives of the government's policy to modernise social care and health services.

The Trust continues to use its financial and other resources to support the range of individuals and groups in need of help and support. Investment in both the fabric and quality of our customers' accommodation as well as provision of additional training for staff in discharging their duties demonstrates the Trust's commitment to continuous service improvements. Scheme donations are always invested in service improvements.

There is no detriment or harm arising from any of the organisation's activities or aims. The Trust ensures through the Equality and Diversity Policy that it reaches out to all individuals or their families, by virtue of the individual's disability or disadvantage, in offering services. No restrictions are in existence which limit the Trust's ability to meet the needs of our customers whose requirements, defined by their disability or disadvantage, are such, that either Local Authority Social Services, Primary Care Trusts or other statutory agencies regard them as a priority for service provision. No restrictions are placed by the Trust on personal characteristics including gender, race, religion, sexual orientation or other defining characteristics.

Document ID: [redacted]

The Trust applies fees and charges for its services. The effect of these fees and charges does not restrict benefit only to those who can afford to pay fees. The ability of individual customers to meet the Trust's fees and charges form part of the Local Authorities' duties to assess financial contributions through standard financial assessment processes. Therefore, most of our individuals contribute towards their service cost following Local Authority financial assessment taking into account their own levels of income and entitlement to state benefits. People in poverty will receive greater financial help through the sponsoring Local Authority in accessing Trust services.

The Trust applies no private benefits to individuals or organisations (other than benefits people receive as a beneficiary) from carrying out its objectives.

INVESTMENT POWERS

The Trustees have the power to make any investments that they see fit. The Trustees approved the following investment benchmark for the financial year under review.

The Trust investments should be managed with the objectives of generating a capital return over time, which matches or exceeds the WMA APCIMS Balanced Return Total Return Index.

The past few years have seen the value of the Trusts' investment portfolios decline in overall value, though we have begun to see some recovery of this toward the end of the financial period under review. The pandemic and subsequent cost of living crisis, combined with the on-going war between Ukraine and Russia has resulted in market instability. On-going challenges continue with the UK economic outlook presenting further medium-term instability. The Trust undertakes a low to medium level of risk approach to managing its investments. This prudent approach has served the Trust well in previous financial periods. Further review of the performance of the investments will be undertaken during the coming financial period to ensure that the value of the portfolio is maintained whilst the need to generate positive cash returns and capital growth is explored.

In the year to 31st March 2024 the increase in the WMA APCIMS Balanced Return Total Return Index represented a capital appreciation of 12.16%. The Trust's long-term portfolio underperformed against the benchmark of 12.16% with an actual appreciation of 9.01% this performance does not include the portfolio that was held on a low risk, short term basis and now converted into short term gilts. The Trustees receive quarterly valuations of the Trust's portfolios with detailed performance information measured against the agreed benchmarks. This is all in line with the Trust's investment policies which take Environmental Social and Governance concerns into account, and which have been discussed with our investment managers. During the year the Trust established an Investment Committee with responsibility for overseeing the Trust's investments and to assist the Trust make best use of its assets.

TAXATION

As a charity, the Trust is exempt from tax on income and gains falling within the available tax exemptions to the extent that these are applied to its charitable objects. No tax charges have arisen in the Charity.

Document ID: [redacted]

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

INSURANCE

An indemnity policy has been taken out by the Trust on behalf of the Trustees as agreed by the Charity Commission. The costs of most insurance continues to increase, while the level of cover provided frequently reduces or includes higher levels of excess payments. Our insurance brokers PIB Insurance Brokers have managed to find us appropriate insurance cover at a similar price and with a sufficient level of cover to the previous financial period.

EMPLOYEE INVOLVEMENT AND EMPLOYMENT OF PEOPLE WITH DISABILITIES

The Trust recognises the value to the organisation of employing disabled individuals. The Trust's company policy on employing people with disabilities has been developed to ensure continued employment, training and development for all staff. The following also applies:

- We are a registered disability confident employer
- We recruit to ensure that we get the best person for the role in line with the Equality Act 2010
- Appropriate adjustments are made to the recruitment process to facilitate a fair process and barriers to recruitment are removed
- Training and development is offered to everyone with appropriate adjustments made to ensure that it is accessible for everyone. Consideration is given to the type of training offered to ensure it is engaging and encompasses different learning styles
- Equality and diversity training is completed with our staff to raise awareness and to assist in removing barriers to recruitment and retention
- Regular Staff Development Sessions take place between line managers, and employees where life at the Trust can be discussed, and any concerns raised and addressed
- Access to Occupational Health and 'Access to Work' is encouraged to assist with continued employment.

During the coming financial period significant work will be undertaken to develop action plans to improve our ability to widely engage and involve staff, the individuals we support and the wider community. We are working in partnership with the National Centre for Diversity to undertake a Diversity HealthCheck and we will then use the findings from this exercise to develop how we recognise, adapt and properly respond to Equality, Diversity and Inclusion issues that affect our colleagues and the individuals we support both internally and externally. By undertaking this work, we expect to become a Diversity Accredited organisation by April 2024.

OTHER RELEVANT INFORMATION

None

TRADING SUBSIDIARY

Wilf Ward Independent Living Ltd has remained dormant and engaged in no trading activities during the year.

Document ID: [redacted]

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

Greenhouse Gas and Energy

Under section 465 & 466 of the Companies Act 2006, we are now required to include details of our UK greenhouse gas emissions and energy use.

UK Greenhouse gas emissions and energy use data for the period 1 April 2023 to 31 March 2024		**1 April 2022 to 31 Mar 2023**
Energy consumption used to calculate emissions (kWh)	1,184,525	1,143,528
Energy consumption break down (kWh) (optional) • gas, • electricity, • transport fuel	 688,355 240,982 255,188	 571,397 283,641 288,490
Scope 1 emissions in metric tonnes CO2e Gas consumption Owned transport – mini-buses	 123.90 35.55	 105.23 32.55
Total scope 1	159.45	137.78
Scope 2 emissions in metric tonnes CO2e Purchased electricity	49.90	99.72
Scope 3 emissions in metric tonnes CO2e Business travel in employee- owned vehicles	34.42	36.71
Total gross emissions in metric tonnes CO2e Intensity ratio	243.77	274.20
Tonnes CO2e per employee (848 (2023: 820))	0.29	0.33

Document ID: [illegible]

Quantification and reporting methodology

We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG reporting Protocol – Corporate Standard and have used the 2023 UK Government's Conversion Factors for Company Reporting

Intensity measurement

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO2e per employee.

Measures taken to improve energy efficiency.

We completed Phase 2 ESOS (reports previously issued 2019/20) and have shared findings re energy efficient lightbulbs, boiler temperature settings across all locations (i.e. not just within the locations audited). Subsequently boiler temperatures have been turned down and light fittings are being replaced once old ones have passed their useful life span. We are currently commissioning Phase 3 ESOS and expect this work to be undertaken by the end of 2023. As part of our longer-term financial planning, we will be reviewing the energy efficiency of all our properties and investment needed to ensure our properties can withstand the predicted extreme changes in temperature and environment which if left unaddressed will impact the comfort and usability of our properties for the individuals we support in the future.

TRUSTEES' RESPONSIBILITIES STATEMENT

The Trustees (who are also Directors of The Wilf Ward Family Trust Ltd for the purposes of Company Law) are responsible for preparing the Trustees' Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law required the trustees to prepare financial statements for each financial year. Under company law, the trustees must not approve the financial statement unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources including the income and expenditure of the charitable company for that period.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Document ID: [illegible]

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

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

Disclosure of information to the auditor

In so far as the Trustees are aware:

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

This report, incorporating the Strategic Report, was approved by the Trustees, in their capacity as Company Directors and signed on their behalf on 12 July 2024 by:

Dianne Willcocks
Signer ID: 63ZVJFG3QB...

Professor Dianne Willcocks CBE
Chair of Trustees

Signer ID: NMLWDUKDGG...

Oliver Colling
Trustee

Document ID:

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WILF WARD FAMILY TRUST

We have audited the financial statements of The Wilf Ward Family Trust (the 'charitable company') for the year ended 31 March 2024, which comprise the 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 Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; 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 responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

Document ID: [redacted]

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 strategic report and 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 strategic report and the directors' report included within the trustees' report have 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 strategic report and the directors' report included within the trustees' report.

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

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

Responsibilities of trustees

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

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

Auditor 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.

Document ID: [redacted]

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:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with directors and other management, and from our commercial knowledge and experiences of the charity's sector;
- we focussed on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Charities Act 2011, Companies Act 2006, taxation legislation and data protection, employment and health and safety legislation (including CQC documentation);
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence throughout;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by;

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risks of fraud through management bias and override controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 1 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

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

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

Document ID: [illegible]

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.

BHP LLP

Signer ID: IPFNE7JEI6...

Laura Masheder (Senior statutory auditor)

for and on behalf of

BHP LLP
Chartered Accountants
Statutory Auditors
Rievaulx House
1 St Mary's Court
Blossom Street
York
YO24 1AH

Date: 30/07/2024 GMT

Document ID: [illegible]

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2024

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from:					
Donations and legacies	3	**47,058**	**3,275**	**50,333**	35,247
Charitable activities	4	**25,689,323**	**-**	**25,689,323**	22,393,718
Investments	5	**486,195**	**-**	**486,195**	347,363
Other income	6	**20,706**	**-**	**20,706**	3,459
Total income		**26,243,282**	**3,275**	**26,246,557**	22,779,787
Expenditure on:					
Raising funds:					
Investment management fees	8	**72,704**	**-**	**72,704**	72,541
Other raising funds	7	**-**	**13,526**	**13,526**	-
Charitable activities	9	**26,483,260**	**-**	**26,483,260**	23,828,616
Property impairment	16	**945,084**	**-**	**945,084**	-
Total expenditure		**27,501,048**	**13,526**	**27,514,574**	23,901,157
Net expenditure before net gains/(losses) on investments		**(1,257,766)**	**(10,251)**	**(1,268,017)**	(1,121,370)
Net gains/(losses) on investments	17	**588,248**	**-**	**588,248**	(802,024)
Net movement in funds		**(669,518)**	**(10,251)**	**(679,769)**	(1,923,394)
Reconciliation of funds:					
Total funds brought forward		**24,322,372**	**254,470**	**24,576,842**	26,500,236
Net movement in funds		**(669,518)**	**(10,251)**	**(679,769)**	(1,923,394)
Total funds carried forward	20	**23,652,854**	**244,219**	**23,897,073**	24,576,842

The Statement of financial activities complies with the requirements for an income and expenditure account under the Companies Act 2006 and includes all gains and losses recognised in the year.

Document ID: [redacted]

THE WILF WARD FAMILY TRUST

(A company limited by guarantee)
REGISTERED NUMBER: 07568318

BALANCE SHEET
AS AT 31 MARCH 2024

	Note		2024 £		2023 £
Fixed assets					
Tangible assets	16		**6,945,457**		8,083,662
Investments	17		**13,757,021**		13,094,784
			20,702,478		21,178,446
Current assets					
Debtors	18	**1,740,433**		1,432,771	
Cash at bank and in hand		**4,099,610**		4,788,487	
		5,840,043		6,221,258	
Creditors: amounts falling due within one year	19	**(2,645,448)**		(2,822,862)	
Net current assets			**3,194,595**		3,398,396
Total net assets			**23,897,073**		24,576,842
Charity funds					
Restricted funds	20		**244,219**		254,470
Unrestricted funds					
Designated funds	20	**9,938,596**		9,313,199	
General funds	20	**11,077,903**		13,380,376	
Revaluation reserve	20	**2,636,355**		1,628,797	
Total unrestricted funds	20		**23,652,854**		24,322,372
Total funds			**23,897,073**		24,576,842

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BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2024

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Dianne Willcocks
Signer ID: 63ZVJFG3QB...
Professor Dianne Willcocks CBE
Chair of Trustees

Oliver E. Colling
Signer ID: NMLWDUKDGG...
Oliver E Colling
Trustee

Date: 12 July 2024

The notes on pages 37 to 59 form part of these financial statements.

Document ID: [illegible]

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

	Note	**2024** **£**	2023 £
Cash flows from operating activities			
Net cash used in operating activities	23	**(971,058)**	(1,086,232)
Cash flows from investing activities			
Dividends and interest received from investments	5	**486,195**	347,363
Proceeds from the sale of tangible fixed assets		**-**	2,350
Purchase of tangible fixed assets	16	**(130,025)**	(84,191)
Proceeds from sale of investments	17	**5,695,301**	1,106,767
Purchase of investments	17	**(5,930,082)**	(1,055,517)
Net cash provided by investing activities		**121,389**	316,772
Change in cash and cash equivalents in the year		**(849,669)**	(769,460)
Cash and cash equivalents at the beginning of the year		**5,343,371**	6,112,831
Cash and cash equivalents at the end of the year	24	**4,493,702**	5,343,371

Document ID:

1. Accounting policies

1.1 Basis of preparation of financial statements

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 issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006, the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The Wilf Ward Family Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in sterling which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

1.2 Company status

The Trust is a company limited by guarantee. The members of the company are the Trustees named on page one. In the event of the Trust being wound up, the liability in respect of the guarantee is limited to £10 per member of the Trust.

1.3 Going concern

The Trustees have prepared long term financial forecasts for the period to 31 March 2029 and subjected these forecasts to sensitivity analysis which shows that they have sufficient reserves to be able to continue for the foreseeable future. They will continue to monitor the impact on income and appropriate action will be taken as necessary.

Due to the level of free reserves held, the Trustees have concluded that the charity remains a going concern whilst such viable options are available to it. The Trustees therefore continue to adopt the going concern basis of preparation for these financial statements.

Document ID: [redacted]

1. Accounting policies (continued)

1.4 Income

Income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Voluntary income is received by way of donations, legacies and grants. Donations are included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

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

Income from charitable activities includes income recognised as earned (as the related service is provided) under contract. Where income is received in advance of a specified service it is deferred until the charity is entitled to that income.

Investment income is included when receivable by the charity.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party. Expenditure is classified under activity headings that aggregate all costs related to the category.
Cost of raising funds relate to investment management fees.

Charitable activities comprise those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs comprise the central costs and overheads of providing services. They are allocated between charitable activities based on the number of contracted staff in each area.

Governance costs comprise of cost of external advice, audit, costs of trustees' meetings and other activities related solely to the governance of the Trust.

Irrecoverable VAT is written off in the period in which it arises.

Expenditure on raising funds includes all expenditure incurred by the charitable company to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Document ID: [redacted]

1. Accounting policies (continued)

1.5 Expenditure (continued)

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charitable company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

1.6 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of Financial Activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of Financial Activities as the related expenditure is incurred.

1.7 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

1.8 Gifts in Kind

In the event that a gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title of the asset having been transferred to the charity. The value of services provided by volunteers has not been included in these accounts.

1.9 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charitable company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Document ID: [redacted]

1. Accounting policies (continued)

1.10 Tangible fixed assets and depreciation

Individual fixed assets for existing schemes costing £1,000 or more are capitalised at cost, together with all set up costs of new schemes.

Tangible fixed assets are carried at cost or valuation, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives.

Depreciation is provided on the following bases:

Freehold property	- 2% straight line
Freehold land	- Not depreciated
Motor vehicles	- 25% straight line
Fixtures and fittings	- 15% straight line
Office equipment	- 25% / 50% straight line

1.11 Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date using the closing quoted market price. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

1.12 Debtors

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

1.13 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.14 Creditors and provisions

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

1.15 Financial instruments

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

Document ID: [redacted]

1. Accounting policies (continued)

1.16 Operating leases

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

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the lease term until the date the rent is expected to be adjusted to the prevailing market rate.

1.17 Pensions

The charitable company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charitable company to the fund in respect of the year.

1.18 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.19 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charitable company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

Document ID: [redacted]

2. **Critical accounting estimates and areas of judgement**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The charitable company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgement:

Depreciation

The depreciation policy has been set accordingly to the experience of the useful lives and residual values of a typical asset in each category. The depreciation charged during the year was £322,625 (2023: £334,996) which the Trustees feel is a fair reflection of the benefits derived from the consumption of the tangible fixed assets in use during the period.

Bad debt provision

Outstanding trade debtor balances are reviewed on a line by line basis to identify possible amounts where a provision is required. Management closely manage the collection of trade debtors and therefore are able to identify balances where there is uncertainty about its recoverability, and determine what provision is required (if any).

Property valuation

The charitable company has had all properties professionally valued during the year. Whilst the charitable company applies a policy of recognising tangible fixed assets at cost, where the valuation shows an indication of impairment this has been recognised in the accounts.

3. **Income from donations and legacies**

	Unrestricted funds 2024 £	**Restricted funds 2024 £**	**Total funds 2024 £**	Total funds 2023 £
Donations	2,068	3,275	**5,343**	30,335
Legacies	44,990	-	**44,990**	4,912
	47,058	3,275	**50,333**	35,247
Total 2023	8,530	26,717	35,247	

Document ID: [redacted]

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

4. Income from charitable activities

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Registered care homes	5,113,774	**5,113,774**	4,667,980
Supported Living	19,891,007	**19,891,007**	17,637,182
Community services	96,070	**96,070**	88,556
Other income	588,472	**588,472**	-
	25,689,323	**25,689,323**	22,393,718
Total 2023	22,393,718	22,393,718	

5. Investment income

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Dividends and interest from investments	361,492	**361,492**	343,127
Bank interest	124,703	**124,703**	4,236
	486,195	**486,195**	347,363
Total 2023	347,363	347,363	

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6. Other income

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Other income	20,706	**20,706**	3,459
Total 2023	3,459	3,459	

7. Expenditure on raising funds

Fundraising trading expenses

	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Fundraising expenses	13,526	**13,526**	-

8. Investment management costs

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Investment management fees	72,704	**72,704**	72,541
Total 2023	72,541	72,541	

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9. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Total 2023 £
Registered care homes	5,802,510	-	**5,802,510**	5,384,254
Supported Living	20,515,714	-	**20,515,714**	18,257,840
Other services	128,199	-	**128,199**	156,442
Governance costs (Note 11)	36,837	-	**36,837**	30,080
	26,483,260	-	**26,483,260**	23,828,616
Total 2023	23,818,876	9,740	23,828,616	

10. Analysis of expenditure by activities

	Direct staff costs 2024 £	Direct service costs 2024 £	Support costs 2024 £	Total funds 2024 £	Total funds 2023 £
Registered care homes	4,109,164	841,353	851,993	**5,802,510**	5,384,254
Supported Living	16,293,191	1,345,296	2,877,227	**20,515,714**	18,257,840
Other services	10,396	97,006	20,797	**128,199**	156,442
Governance costs (Note 11)	-	-	36,837	**36,837**	30,080
	20,412,751	2,283,655	3,786,854	**26,483,260**	23,828,616
Total 2023	19,105,257	2,604,792	2,118,567	23,828,616	

The basis of allocation of expenditure has been reviewed and changed to more fairly represent the current activities of the charity during the current year from the comparative basis, and is now based on hours spent across the activities. Under the current year basis, the comparative figures would have been £18,660,034 direct staff costs, £2,110,507 direct service costs and support costs of £3,058,075.

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10. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2024 £	Total funds 2023 £
Staff costs	**2,425,659**	1,534,063
Office property costs	**243,375**	288,525
Office costs	**510,896**	154,943
Advertising, recruitment and training	**325,731**	12,409
Depreciation	**108,023**	128,627
Other	**8,378**	-
Insurance	**127,955**	-
Governance costs	**36,837**	-
	3,786,854	2,118,567

Staff costs within support costs contain employment costs relating to Finance, HR and Administration, IT and the Leadership Team. The basis of allocation of support costs has changed during the current year from the comparative basis, and there are now more categories of support costs.

11. Governance costs

	Unrestricted funds 2024 £	**Total funds 2024 £**	Total funds 2023 £
Audit and accountancy fees	27,529	**27,529**	24,493
Trustees' meetings and governance	9,308	**9,308**	3,427
Development	-	**-**	2,160
	36,837	**36,837**	30,080
Total 2023	30,080	30,080	

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12. Auditor's remuneration

	2024	2023
	£	£
Fees payable to the charitable company's auditor and its associates for the audit of the charitable company's annual accounts	**19,975**	18,850
Fees payable to the charitable company's auditor in respect of:		
Accountancy services	**3,500**	3,300

13. Net income/(expenditure)

This is stated after charging:

	2024	2023
	£	£
Depreciation of tangible fixed assets:		
- owned by the charity	322,625	334,996
Operating lease charges	372,970	351,878

14. Staff costs

	2024	2023
	£	£
Wages and salaries	**17,702,940**	16,704,719
Social security costs	**1,363,551**	1,308,622
Contribution to defined contribution pension schemes	**391,421**	346,399
	19,457,912	18,359,740
Agency staff costs	**3,380,498**	2,279,580
	22,838,410	20,639,320

Document ID: [redacted]

14. Staff costs (continued)

The average number of persons employed by the charitable company during the year was as follows:

	2024	2023
	No.	No.
Central Administration	**64**	46
Residential	**135**	137
Supported Living	**635**	619
Short Breaks	**14**	18
	848	820

The average headcount expressed as full-time equivalents was:

	2024	2023
	No.	No.
Full time equivalent	**532**	547

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024	2023
	No.	No.
In the band £60,001 - £70,000	**4**	-
In the band £70,001 - £80,000	**-**	1
In the band £80,001 - £90,000	**1**	-
In the band £90,001 - £100,000	**1**	-
In the band £120,001 - £130,000	**-**	1
In the band £130,001 - £140,000	**1**	-

The total amount of employee benefits (including employer's national insurance and pension contributions) received by key management personnel was £360,635 (2023: £316,094). The charity considers its key management personnel to comprise of the Chief Executive Officer, Director of Resources and Director of Operations.

15. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2023 - £nil).

During the year ended 31 March 2024, 3 trustees incurred expenses totalling £668 in relation to training courses, the reimbursements of travel expenses and other minor expenditure (2023 - £771 paid to 4 trustees).

Document ID:

16. Tangible fixed assets

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Office equipment £	Total £
Cost or valuation					
At 1 April 2023	**9,980,506**	**317,037**	**426,659**	**886,967**	**11,611,169**
Additions	**-**	**31,795**	**39,732**	**58,498**	**130,025**
Disposals	**-**	**(43,826)**	**(6,531)**	**(2,060)**	**(52,417)**
At 31 March 2024	**9,980,506**	**305,006**	**459,860**	**943,405**	**11,688,777**
Depreciation					
At 1 April 2023	**2,193,799**	**250,698**	**337,405**	**745,605**	**3,527,507**
Charge for the year	**165,176**	**37,734**	**32,660**	**87,055**	**322,625**
On disposals	**-**	**(43,305)**	**(6,531)**	**(2,060)**	**(51,896)**
Impairment charge	**945,084**	**-**	**-**	**-**	**945,084**
At 31 March 2024	**3,304,059**	**245,127**	**363,534**	**830,600**	**4,743,320**
Net book value					
At 31 March 2024	**6,676,447**	**59,879**	**96,326**	**112,805**	**6,945,457**
At 31 March 2023	7,786,707	66,339	89,254	141,362	8,083,662

Non depreciable land with a cost of £1,658,997 (2023: £1,658,997) is held within freehold property.

As at 31 March 2024 the Trustees completed a comprehensive asset review of the freehold property. Three properties were held at values in excess of market value and all other properties are carried at less than market value. Accordingly an exceptional impairment of £945,084 has been recognised in these financial statements.

The professional valuations completed at 31 March 2024 indicate that the market value of all freehold land and property was £10,710,000.

Document ID: [redacted]

17. Fixed asset investments

	Listed investments £	Total 2024 £	Total 2023 £
Valuation			
At 1 April 2023	12,539,900	**12,539,900**	13,393,174
Additions	5,930,082	**5,930,082**	1,055,517
Disposals	(5,695,301)	**(5,695,301)**	(1,106,767)
Revaluations	588,248	**588,248**	(802,024)
At 31 March 2024	13,362,929	**13,362,929**	12,539,900
Investment cash (note 24)	394,092	**394,092**	554,884
At 31 March 2024	13,757,021	**13,757,021**	13,094,784

Included in listed investments are investments held in the UK with a market value of £8,515,689 (2023: £6,843,080). The remaining listed investments are held overseas and have a market value of £4,847,240 (2023: £5,696,820).

Revaluation Reserve

	2024 £	2023 £
Listed investments at valuation	**13,362,929**	12,539,900
Historical cost of listed investments	**(7,936,735)**	(8,121,264)
Donated assets at value transferred in (deemed cost)	**(2,789,839)**	(2,789,839)
Unrealised gains on listed investments	**2,636,355**	1,628,797

Document ID: [redacted]

18. Debtors

	2024	2023
	£	£
Trade debtors	**946,419**	647,493
Other debtors	**137,525**	123,092
Prepayments and accrued income	**656,489**	662,186
	1,740,433	1,432,771

19. Creditors: Amounts falling due within one year

	2024	2023
	£	£
Trade creditors	**275,618**	303,749
Other taxation and social security	**283,546**	273,784
Accruals and deferred income	**2,086,284**	2,245,329
	2,645,448	2,822,862

	2024	2023
	£	£
Deferred income at 1 April 2023	**1,117,870**	971,934
Income deferred during the year	**936,363**	792,120
Amounts released from previous periods	**(1,117,870)**	(646,184)
	936,363	1,117,870

Deferred income relates to amounts received from local authorities in advance of services being provided.

Document ID: [redacted]

20. Statement of funds

Statement of funds - current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2024 £
Unrestricted funds						
Designated funds						
Supported People	**363,249**	**112,795**	**(128,335)**	**-**	**-**	**347,709**
Long Term Investment Fund	**8,949,950**	**-**	**-**	**640,937**	**-**	**9,590,887**
	9,313,199	**112,795**	**(128,335)**	**640,937**	**-**	**9,938,596**
General funds						
General Funds	**13,380,376**	**26,130,487**	**(27,372,713)**	**(1,060,247)**	**-**	**11,077,903**
Revaluation reserve	**1,628,797**	**-**	**-**	**419,310**	**588,248**	**2,636,355**
	15,009,173	**26,130,487**	**(27,372,713)**	**(640,937)**	**588,248**	**13,714,258**
Total Unrestricted funds	**24,322,372**	**26,243,282**	**(27,501,048)**	**-**	**588,248**	**23,652,854**

Supported People: This is money put aside by the Trustees for the Supported Living schemes which has not been spent but will provide a reserve for future years' replacements of white goods, laundry equipment and internal decorating.

Long Term Investment Fund: This fund is made up of investment portfolios managed by JM Finn & Co and Investec Wealth & Management, the investments are invested on a long term capital growth basis to ensure service provision for future beneficiaries. The transfer to unrestricted funds represents movement on these funds such that the carried forward value of the fund agrees to the fair value of the portfolios.

The transfer from the revaluation reserve represents realised gains/losses in the year.

Document ID: [redacted]

20. Statement of funds (continued)

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2024 £
Restricted funds						
Central Fund	**192,208**	**-**	**-**	**-**	**-**	**192,208**
Other Restricted Funds	**62,262**	**3,275**	**(13,526)**	**-**	**-**	**52,011**
	254,470	**3,275**	**(13,526)**	**-**	**-**	**244,219**
Total of funds	**24,576,842**	**26,246,557**	**(27,514,574)**	**-**	**588,248**	**23,897,073**

Restricted funds

Central Fund: This money was donated to begin the process of assessing potential for a hydrotherapy pool at Isabella Court and any remainder to be used for other items required by the Trust.

Other Restricted Funds: This represents money given for specific purposes.

Document ID: [redacted]

20. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2023 £
Unrestricted funds						
Designated funds						
Supported People	372,681	118,369	(127,801)	-	-	363,249
Long Term Investment Fund	9,403,806	-	-	(453,856)	-	8,949,950
	9,776,487	118,369	(127,801)	(453,856)	-	9,313,199
General funds						
General Funds	13,944,487	22,634,701	(23,763,616)	564,804	-	13,380,376
Revaluation reserve	2,541,769	-	-	(110,948)	(802,024)	1,628,797
	16,486,256	22,634,701	(23,763,616)	453,856	(802,024)	15,009,173
Total Unrestricted funds	26,262,743	22,753,070	(23,891,417)	-	(802,024)	24,322,372

Document ID: [redacted]

20. Statement of funds (continued)

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2023 £
Restricted funds						
Central Fund	192,208	-	-	-	-	192,208
Other Restricted Funds	45,285	26,717	(9,740)	-	-	62,262
	237,493	26,717	(9,740)	-	-	254,470
Total of funds	26,500,236	22,779,787	(23,901,157)	-	(802,024)	24,576,842

Document ID: [redacted]

21. Summary of funds

Summary of funds - current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2024 £
Designated funds	**9,313,199**	**112,795**	**(128,335)**	**640,937**	**-**	**9,938,596**
General funds	**15,009,173**	**26,130,487**	**(27,372,713)**	**(640,937)**	**588,248**	**13,714,258**
Restricted funds	**254,470**	**3,275**	**(13,526)**	**-**	**-**	**244,219**
	24,576,842	**26,246,557**	**(27,514,574)**	**-**	**588,248**	**23,897,073**

Summary of funds - prior year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2023 £
Designated funds	9,776,487	118,369	(127,801)	(453,856)	-	9,313,199
General funds	16,486,256	22,634,701	(23,763,616)	453,856	(802,024)	15,009,173
Restricted funds	237,493	26,717	(9,740)	-	-	254,470
	26,500,236	22,779,787	(23,901,157)	-	(802,024)	24,576,842

22. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	6,945,457	-	**6,945,457**
Fixed asset investments	13,757,021	-	**13,757,021**
Current assets	5,595,824	244,219	**5,840,043**
Creditors due within one year	(2,645,448)	-	**(2,645,448)**
Total	23,652,854	244,219	**23,897,073**

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22. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior period

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	8,083,662	-	8,083,662
Fixed asset investments	13,094,784	-	13,094,784
Current assets	5,966,788	254,470	6,221,258
Creditors due within one year	(2,822,862)	-	(2,822,862)
Total	24,322,372	254,470	24,576,842

23. Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £	2023 £
Net expenditure for the year after investment gains/(losses) (as per Statement of Financial Activities)	**(679,769)**	(1,923,394)
Adjustments for:		
Depreciation charges	**322,625**	334,996
Impairment of tangible fixed assets	**945,084**	-
(Gains)/losses on investments	**(588,248)**	802,024
Dividends and interest receivable from investments	**(486,195)**	(347,363)
Loss/(profit) on the sale of fixed assets	**521**	(2,350)
(Increase)/decrease in debtors	**(307,662)**	21,437
(Decrease)/increase in creditors	**(177,414)**	28,418
Net cash used in operating activities	**(971,058)**	(1,086,232)

Document ID: [redacted]

24. Analysis of cash and cash equivalents

	2024	2023
	£	£
Cash in hand	**4,099,610**	4,788,487
Investment cash (note 17)	**394,092**	554,884
Total cash and cash equivalents	**4,493,702**	5,343,371

25. Analysis of changes in net debt

	At 1 April 2023	**Cash flows**	**At 31 March 2024**
	£	**£**	**£**
Cash at bank and in hand	**4,788,487**	**(688,877)**	**4,099,610**
Investment cash	**554,884**	**(160,792)**	**394,092**
	5,343,371	**(849,669)**	**4,493,702**

26. Pension commitments

The Trust operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Trust in an independently administered fund. The pension cost charge represents contributions payable by the Trust to the fund and amounted to £391,421 (2023: £346,399). At the year end there was a balance of £nil (2023: £nil) outstanding.

27. Operating lease commitments

At 31 March 2024 the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2024	2023
	£	£
Not later than 1 year	**169,215**	95,306
Later than 1 year and not later than 5 years	**183,870**	229,175
Later than 5 years	**103,995**	79,941
	457,080	404,422

Document ID: [illegible]

28. Related party transactions

The charitable company has not entered into any related party transaction during the current or previous year, nor are there any outstanding balances owing between related parties and the charitable company at 31 March 2024 or 31 March 2023.

29. Controlling party

The charitable company is controlled by its members. No individual member has overall control.

Document ID: [illegible]

THE WILF WARD FAMILY TRUST

England & Wales - Charity number 1140852

Accounts

Registered number: 07568318
Charity number: 1140852

THE WILF WARD FAMILY TRUST

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

THE WILF WARD FAMILY TRUST
(A company limited by guarantee)

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2023

Trustees

Professor Dianne Willcocks CBE, Chair
Marianne Betts
Anna E Boaden (appointed 24 February 2023)
Helen M Burke
Andrew C Chang (appointed 24 February 2023)
Oliver E Colling (appointed 24 February 2023)
Rosemary Du Rose
Josephine M Mennell
Laura E Rawnsley (resigned 5 October 2022)
Roger J Stocker
Alex Trigg (appointed 24 February 2023)
Justine Walker

The Trustees would like to thank Laura E Rawnsley for her support and service during her time as a Trustee.

Company registered number

07568318

Charity registered number

1140852

Registered office

Westgate House, 5 Westgate, Pickering, North Yorkshire, Y018 8BA

Company secretary

Catherine S Sell (retired 22 July 2022)
Paul McCay (appointed 22 July 2022)

Founder Trustees

Wilfred Ward OBE (17 November 1916 - 19 January 2005)
Phyllis Ward (28 February 1921 - 19 December 2009)

Independent auditor

BHP LLP, Rievaulx House, 1 St Mary's Court, Blossom Street, York, YO24 1AH

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Bankers

Barclays Bank Plc, Ryedale Group of Branches, P O Box 10, Malton, North Yorkshire, YO17 0ER

Barclays Bank provides the Trust with banking facilities and has worked closely with senior management in order to meet the Trust's requirements.

Solicitors

Hempsons Solicitors, The Exchange, Station Parade, Harrogate, HG1 1TS.

Hempsons Solicitors provide the Trust with legal services primarily relating to employment law, industrial relations and health and social care matters.

Joint Investment Advisors

J M Finn & Co, 4th Floor, 33 Park Place, Leeds, LS1 2RY

Investec Wealth & Investment, The Plaza, 100 Old Hall Street, Liverpool, L3 9AB,

Brewin Dolphin, 10 Wellington Place, Leeds, LS1 4AN,

J M Finn & Co, Investec Wealth & Investment and Brewin Dolphin have worked closely with Trustees and reported on the benchmarking requirements set for investments.

IT Advisors

Highlander IT Solutions, Systems House, Shepcote Office House, 333 Shepcote Lane, Sheffield, S9 1TG

Insurance

PIB Insurance Brokers, Poppleton Grange, Low Poppleton, York, YO26 6GZ

PIB Insurance Brokers source insurance products and advise the Trust to ensure the Trust is covered for all potential liabilities.

Senior Leadership Team

Paul McCay	Chief Executive
Deborah Lewis-Bynoe	Director of Finance (appointed 24 April 2023)
Catherine Sell	Director of Resources (retired 22 July 2022)
Leigh Tudor	Director of Operations (resigned 3 June 2022)
Laura Parker	Director of Operations (appointed 3 May 2022)

CHAIR'S AND CHIEF EXECUTIVES'S STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

Chair's Welcome

As Chair of The Wilf Ward Family Trust, I am pleased to introduce this annual report– albeit over a year of mixed fortunes. We can evidence the charity's continuing professional development across a sustained period of extraordinary challenge and change – and yet, alongside others in our sector we have experienced a significant downturn in financial outcomes as we strive to secure the safety and wellbeing of those in our trust, both the individuals we support and the staff who deliver service excellence. Moving beyond covid, phase two, into a world where covid legacies and anxieties persist, the leadership group and the skilled teams at The Wilf Ward Family Trust have demonstrated extraordinary courage and resilience in the face of what may be experienced as societal indifference to the very real issues of recruiting and retaining staff in a competitive market-place; a total neglect of high-level workforce planning; and a scenario of local authority contractors poorly resourced to support providers adequately.

Inevitably, this has challenged business sustainability and underpinned the development of a new business model – with the Trust exploring new approaches to partnership working and higher visibility and voice in public debate around the future of social care. Our Yorkshire presence and distinctiveness is important to us and to those we support. In late 2022, a joyous celebration of Wilf Ward people and provision was introduced in York for diverse representatives of the Trust and of the wider community; this will be complemented in autumn 2023, by a Scarborough celebration.

We note that, in circumstances not of our own choosing, the strategic leadership of our senior teams and the follow-through with local managers have enabled Wilf Ward to seriously 'look forward'; and we also recognise the significant contribution of 'hidden hands' with our support workers, volunteers and relatives coming together to make a real difference to the experience of people enjoying our support – notwithstanding the everyday challenges that may constrain our ambition. A particularly rewarding development for Trustees over this past year has been the practical movement of Board itself towards greater inclusivity – meeting with Jigsaw representatives of our community; listening to their voices with respect to good governance; and sharing ideas on how best the individuals we support can contribute to promoting our vision of 'extraordinary lives for extraordinary people through outstanding support'.

Finally, this year, despite its many challenges, it has been a privilege to work closely with a talented and committed team at Wilf Ward, and, as part of an active and generous board, to help support good governance through the collective skills, experience, and expertise of our Trustees. I am indebted to all those who have worked tirelessly to protect both the everyday experiences of the individuals we support and the wider reputation of our proud Yorkshire name, delivering services that are shaped for the future by the voices of those in our care.



Professor Dianne Willcocks CBE

CHAIR'S AND CHIEF EXECUTIVES'S STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023 ONWARDS

Chief Executive's Welcome

The financial year being reported (April 2022 to March 2023) has been one of the most challenging in the history of the Trust. The initial green shoots of hope that came from the Covid-19 vaccination programme, and the promise of a return to normal, did not happen as we anticipated. Like most other employers 2022/23 saw an exodus of staff from the sector and difficulty in finding permanent replacements. This resulted in our agency staff costs being three times higher than budgeted, with the resultant overspend being the main cause of a significant financial deficit at the end of the year. This was compounded by an increase in front-line staff salaries of 10.3%, which was considered as one way of encouraging existing staff to remain and of attracting new staff. A third factor in the financial deficit relates to the level of voids across our services. Without permanent staff to provide support, we have had to reduce capacity across several services and consequently cannot operate these services at full occupancy until our workforce issues are resolved. This has a clear impact on the finances of the Trust, but it also has a wider impact on adults with learning disabilities as they may be unable to find suitable accommodation and support. A final compounding factor was the fact that following several years of relatively fair fee uplifts, our commissioners returned to lower than required fee levels which did not allow us to meet all our costs during this period.

Covid restrictions remained in place for most of 2022, and this did have an impact on staff morale and a feeling that social care was being left behind, while the rest of the world regained some semblance of normality. The easing of the requirement to wear masks from late December 2022 facilitated a gradual return to a world where Personal Protective Equipment (PPE) is now being used to manage risk, rather than worn as a regulatory requirement. Despite the continued challenges introduced by new variations of covid-19, much effort has gone into returning to a business-as-usual approach to running the Trust. During this time a new version of the Forward Plan has been developed which has laid out a clear strategic direction for the Trust over the next three to five years. Significant thought and planning has gone into how the Trust can position its services to ensure that they are commercially viable, fit for purpose and able to deliver for the next generation of individuals living with a learning disability and / or complex needs. We are exploring partnership opportunities with two local universities, beginning to find our place in the integrated care system and responding to the changing needs of the individuals we support, and the workforce needed to deliver our services. Overall, our colleagues tell us that they are excited to see what opportunities the future will bring, and we believe that the Trust continues to have a bright future ahead.

Whilst the challenges of the year have been difficult, the Trust remains in a strong position both operationally and financially. Our refreshed Forward Plan, 'Extraordinary People, Extraordinary Lives', establishes a clear direction for the future of the Trust and the individuals we support. The Trustees have noted both our current and future challenges and have agreed to invest significant reserves over the next few years in developing new systems, hiring new teams and supporting the re-structure of our Leadership Team to bring in new expertise and develop existing talent to assist us in achieving our strategic goals.



Paul McCay
Chief
Executive

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

The Trustees have pleasure in presenting their report and the audited financial statements of the charity for the year ended 31 March 2023. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

GOVERNANCE

The Wilf Ward Family Trust is a Company Limited by Guarantee and a Registered Charity and is governed by its Memorandum and Articles of Association. The charity adopted revised Memorandum and Articles of Association on 22 February 2016 when the Trust became a company limited by guarantee, in line with the following objectives:

OBJECTIVES

The objectives of The Wilf Ward Family Trust are:-

a) To relieve the needs and promote, support and improve the lives, independence and life chance opportunities for children, adults and older people resident principally in the Yorkshire and Humber, North East regions or elsewhere in the United Kingdom who as a result of their ill health or disability relating to their physical, learning or mental health requirements are unable to meet their own needs or achieve their ambitions by providing them with support or care or accommodation or any combination of these.

b) To relieve the needs and promote the enablement of adults resident in that geographical area with complex disadvantages or barriers to work and/or who as a result of their ill health or disability relating to their physical, learning or mental health requirements are unable to meet their own needs or achieve their ambitions by the provision of:
   - Work, employment, occupations and activities provided by the Company or at its direction and with its support
   - Training and advice, and advocacy services

c) To provide relief to carers throughout that geographical area by the provision of appropriate residential, short breaks, community services and other identified support needs for the child, adult or older person with a disability.

d) The promotion of independence, health, wellbeing and social inclusion amongst people in the same geographical area in need of support by reason of age, ill-health, disability, financial hardship or other disadvantage by the provision of transport, delivery of goods, outings and social trips, domestic/ housekeeping tasks and any other similar services as Trustees may from time to time determine.

e) Such other charitable purposes for the benefit of the public of the same geographical area as Trustees may from time to time determine.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

DIRECTORS AND TRUSTEES

The Directors of the charitable company (the charity) are its Trustees for the purposes of the Companies Act and Charity Law and throughout this report are collectively referred to as Trustees. Trustees are initially appointed for a period of three years, and they are encouraged to put themselves forward for re-appointment for two subsequent periods of three years, on the anniversary of their third year in the post. During the coming financial period the Trustees intend to review the terms of Trustee appointment and consider moving to appointment periods of two periods of three years, rather than the existing three periods of three years. This change is being explored in recognition of the time and commitment pressures being a Trustee can place on prospective Trustees. Irrespective of the length of appointment, Trustees can resign from their position at any time within this period of service. During the financial period under review, one long-serving Trustee retired after serving a maximum of nine years.

A specialist recruitment agency was appointed to broaden the diversity and experiences of the Board. This resulted in the successful appointment of four new Trustees. Following these appointments there are now eleven Trustees. There is no maximum number of Trustees who can be appointed. All Trustees hold equal voting rights, with the Chair holding the casting vote in cases where no clear outcome has been decided. The Trust does not consider that there is any one person associated with the Trust who could be considered a person holding significant control. Meetings are mainly held face to face but the opportunity for all meetings to be held virtually or in hybrid format is possible.

All new Trustees are encouraged to visit services to engage with the individuals we support and meet colleagues beyond the membership of the Leadership Team. Newly appointed Trustees are mentored by a more established Trustee and a full induction process is followed. Trustees are encouraged to maintain their own training log, and they are given access to relevant online training purchased by the Trust, to seminars and conferences and to access face-to-face training delivered across the Trust. All Trustees undergo a bi-annual appraisal 360-degree appraisal process where they received feedback from fellow Trustees and members of the Leadership Team. The Trustees also regularly appraise the performance of the whole Board as part of an annual Board Effectiveness Review.

The day-to-day management of the Trust is delegated to the Executive Leadership Team who are listed on page 2. No Trustee received any remuneration during the year. Expenses reimbursed to Trustees are noted in note 14 to the accounts.

Appointment of Trustees and Chair

The two recently constituted Committees (Governance & Remuneration and Finance & Assurance) have been operational for over 12 months and have enabled the Trustees to undertake a broad range of analysis, monitoring and governance of the Trust. The Governance & Remuneration Committee meets at least three times per year to consider how the Trust complies with Charity Law, adheres to the Charity Governance Code and oversees the appraisal process and recommends any salary increases for the Chief Executive. During the coming financial period the Governance & Remuneration Committee will review the terms of reference for both Committees and the Board to ensure that they remain focused on the right issues and continue to develop the strategy of the Trust. The Finance & Assurance Committee meets at least four times per year to audit and oversee key aspects of operational and financial performance and to ensure adherence with regulatory and health and safety requirements. During the coming financial period the Finance & Assurance Committee is going to further develop its focus on internal and external audit and managing organisational risk. Both Committees can appoint independent members who are not Trustees but who are likely to be experts in their field. Currently there is only one independent member, Malcolm B. Smith a former Trustee who attends the Finance and Assurance Committee. The Trustees are grateful to him for his continued support.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

The Trustees meet a minimum of five times a year as a full Board to focus on strategic performance and direction of the Trust. Trustee engagement with the CEO and other staff remains consistently high outside of structured meetings, and the Chair and CEO hold regular meetings to discuss strategic and operational opportunities and risks. A key ambition of the Board is to become more inclusive and involve the individuals we support (and colleagues) in setting the strategic direction of the Trust. It is accepted that it will take time for the Board to become truly inclusive and user-led but over the coming years the Trustees will be supported by internal and external experts (including the individuals we support) to develop plans that will move the Board meetings and decision-making processes towards inclusivity as a standard.

The Trustees are committed to following the Charity Governance Code and review their adherence to this on an annual basis. Following this review actions are planned and undertaken to ensure the governance of the Trust follows recommended good practice.

Trustee duties to have regard to Section 172(1) of the Companies Act 2006

The Trustees are aware of and believe that they have mechanisms in place to ensure they have complied with their duty to have regard to the matters in section 172(1) of the Companies Act 2006. This includes ensuring that any decisions that may have a long-term influence on the success of the Trust require at a minimum a full risk assessment and business case appraisal. The Trustees monitor the financial performance of the Trust and are clear that we operate fair terms of business and that we endeavour to pay all creditors within 30 days of receipt of an invoice, they have, and take the opportunity to meet with professional advisors to seek feedback on the Trust and its responsiveness to regulatory and legal compliance matters. Trustees regularly engage with staff through the Leadership Team, attendance at the Staff Consultative Group and by visiting services. They also receive feedback from the individuals we support by regular attendance at the Jigsaw group. The Jigsaw Group comprises several individuals we support from across the Trust who have been asked to engage with Trustees and operational staff to address key strategic issues. The Jigsaw Group will assist the Trustees in exploring how they can become more inclusive and led by the individuals we support.

The Trustees follow an Environmental, Social and Regulatory approach to investments and seek feedback on the impact of the Trust's operational activities in the wider community. Trustees have a code of conduct and are expected to role model The Wilf Ward Family Trust Way, which outlines the values and behavioural expectations of all staff.

The Trustees are aware of their duties to inform all regulatory bodies of any areas of concern. This duty is undertaken on their behalf by the Chief Executive. Regular submissions are made to Local Authorities and the Care Quality Commission, usually in the form of safeguarding concerns. To fulfil these duties, the Trustees remain in regular contact with senior staff. They regularly attend ad hoc and scheduled meetings on issues of development or concern. One Trustee assumes an additional duty of being the safeguarding liaison with the Operations Director. In this role she provides support, oversight and guidance on any matters of concern, however she does not act in isolation from the Board. The Chair also receives updates on safeguarding and health and safety matters from senior staff, and this is shared with the other Trustees through the Committee and Board meetings, or immediately if appropriate. The Trustees do consider whether any concerns should be submitted to the Charity Commission under the Reporting of Serious Incidents (RSI) process, as and when they arise. During the year under review no submission was made to the Charity Commission under the RSI process.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Table 1: Showing Trustee attendance at Board and Committee Meetings for the financial period under review.

Trustee	Attendance at Board Meetings	Attendance at Committee Meetings
Professor Dianne Willcocks	4 out of 5	Governance and Remuneration Committee (4 out of 4)
Marianne Betts	4 out of 5	Finance and Assurance Committee (4 out of 4)
Anna Boaden	1 out of 1	Finance and Assurance Committee (0 out of 0)
Helen Burke	5 out of 5	Governance and Remuneration Committee (4 out of 4)
Andrew Chang	1 out of 1	Finance and Assurance Committee (0 out of 0)
Oliver Colling	1 out of 1	Governance and Remuneration Committee (0 out of 0)
Rosemary Du Rose	4 out of 5	Finance and Assurance Committee (4 out of 4)
Jo Mennell	5 out of 5	Finance and Assurance Committee (4 out of 4)
Laura E Rawnsley	2 out of 2	Governance and Remuneration Committee (1 out of 1)
Dr Justine Walker	4 out of 5	Governance and Remuneration Committee (3 out of 4)
Roger Stocker	4 out of 5	Finance and Assurance Committee (4 out of 4)
Alex Trigg	1 out of 1	Governance and Remuneration Committee (0 out of 0)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

STRATEGIC REPORT

REVIEW OF ACTIVITIES AND ACHIEVEMENTS

The Trustees wish to start their report by acknowledging the dedication of our current and former staff during what has been an unprecedented period of challenge and struggle. The post-pandemic world continues to surprise and shock in equal measure. Where they are able the Trustees will continue to use the resources and reserves of the Trust to support our staff with better terms and conditions and fair pay, and strive to provide relevant, efficient and value for money services for the individuals we support. However, the budgetary and operational challenges of the financial period being reported has demonstrated that there is little room for complacency. The pace of change in the external environment necessitates a firm commercial approach, alongside appropriate risk management to ensure the continued development and success of the Trust.

From the beginning of the financial period under review, it quickly became clear that a seismic shift in workforce expectations was happening. We began to see high numbers of staff either reducing the contracted hours that they were willing to work or leaving the Trust altogether. Initial feedback from leavers indicated that they were leaving for better pay or opportunities elsewhere in the sector or beyond, so the Trustees agreed to increase salaries across the Trust, excluding leadership roles, by 10.3% as a response. This change in salary had limited impact on attracting new staff but we do feel that it assisted with the retention of longer serving staff. As the year progressed, it became evident that we were accessing the same talent pool for staff as our competitor employers, other care providers, the NHS, supermarkets and retailers that we had to plan our response to this beyond rates of pay. Alongside this our recruitment team was struggling with the volume of applications being received and which they were able to process. A further challenge on workforce availability came from a higher level of sickness absence than had previously been seen. Much of this is related to post-pandemic burnout, the impact of the cost-of-living crisis and the recurrence of Covid-19 in small pockets across the Trust.

As we struggled to recruit and retain staff, we required more agency staff to fill the gaps and ensure safe levels of staffing were maintained. However, this came at a time when many other care organisations were also seeking higher levels of agency staffing and so this led to the cost of agency staff increasing due to the usual laws of supply and demand. There now remains a risk that the level of agency use is effectively 'baked- into' the social care system and we are exploring how to significantly reduce this as part of a wider People Strategy focused on recruitment and retention. We commissioned the owner of a recruitment agency to provide guidance on how to reduce agency staff related costs and how to build an internal Recruitment & Retention Team. Key outcomes from this project included fee negotiations with our agency staff suppliers, more targeted work on services and regions that were finding it particularly difficult to recruit staff, advice on systems and processes for recruitment and the recruitment of the manager of the new team. This team has now been fully recruited and is beginning to develop more efficient ways to recruit new staff. Investment is also planned for a new web-based recruitment platform and a new recruitment database which should speed up the recruitment process for new appointments.

To become more responsive to the challenges we are facing and deliver the Forward Plan, the wider Leadership Team of has been restructured, and several new roles have been established to provide direction and guidance within an increasingly complex sector. New roles that have been created have included the post of Head of Quality and Compliance. This role will develop a team of experts in governance and internal audit to strengthen and improve our approaches to regulatory compliance. This team also includes two newly established roles of Strategic Lead for Health & Safety and Estates and a Strategic Lead for Co-production and Engagement. Another key role that has been created is for a Marketing and Communications Manager. A key aspect of our Forward Plan is to make the communities where we operate more aware of the work of the Trust. This will be helpful not only for recruitment and partnership purposes but will also draw more awareness to the skills and abilities of the individuals we support. We are already seeing some return from this investment following conversations with Leeds Rhinos Rugby League Club, which has asked some of the individuals we support to assist them in developing an accessibility audit of their home stadium. During the coming financial period we will also be adding further roles including a Head of Digital and Technology and strengthening our internal training offer by recruiting a new

Learning and Development Team.

The restructure also saw changes being made to senior operational roles to align these positions with our future strategic ambitions. We have created three new Head of Service roles to focus on delivering services focused on Transitions, Supported Living and Complex Needs. The three post holders will be expected to develop relationships internally and externally that will focus on improving current service provision, identifying opportunities to work with partners and local communities and to grow service provision organically and through winning new business.

The Trust continues to develop its approaches and how the individuals we support are encouraged to develop life skills and opportunities for growth. The Active Support programme has now entered its fourth year of delivery and most services across the Trust now have staff and the individuals we support following this way of working. Active Support is best demonstrated where an individual we support is encouraged to engage in their home and community as fully as their abilities allow. This can mean that in some cases an individual we support may be able to make their own cup of tea but perhaps cannot wash the dishes whereas in another set of circumstances an individual we support may be able to plan, shop for and cook their own meals. In essence Active Support focuses on encouraging all the individuals we support to do for themselves, where they are able, rather than having staff do for them.

During the financial period under review, it became clear that we needed to review the efficacy and mode of delivery for much of our training. By necessity the regulations introduced during the pandemic moved most training on-line. Although this was acceptable at the time, it is now clear that our staff benefit most from face-to-face training. In addition to this the level and needs of many of the individuals we support have become more complex and require greater expertise and competence from the staff who support them. As such during the financial period under review we have delivered higher than usual levels of training for our staff and we anticipate that over the coming years this will increase both in terms of being responsive to the needs of the individuals we support, but also to provide significant personal development opportunities for our staff. We are now in the process of recruiting a new Learning & Development Team to help us meet our medium-term training needs.

The Trust had an operating deficit of £1,121,370 (2021/22: surplus of £877,500) for the period from charitable activities income of £22,393,718 (2021/22: £20,308,619). Trustees need to balance paying our staff fairly while recognising the external pressures the Trust continues to face, and continuing to ensure that the Trust remains a financially viable organisation in the future. The Trustees have accepted that there is the possibility of a further deficit for the coming financial period, but anticipate that the investments in personnel, systems and properties that they have agreed will result in the Trust returning to a break-even position in 2024-25.

Future Uncertainties

The coming 12 to 24 months are likely to bring with them significant impact for the work of the Trust and the wider social care sector. It remains uncertain when the cost-of-living crisis will be resolved. At the time of writing this report inflation rates remain stubbornly high and although utility costs are decreasing, they remain expensive when compared to a few years ago. The Trust 'locked-in' its utility costs several years ago and has been able to buffer some of the increases in utility expenditure. However, this deal ends in November 2024, and it is unclear whether utility costs will reduce further from the current high levels, by the time we seek to renew our supply contract. The economic turmoil has an unknown impact on incentives for current and future staff attitudes towards work. It remains difficult to understand what benefits attract staff to work in social care, but we recognise that flexibility, a fair salary and opportunities for progression are necessary to attract and retain staff, work is underway to develop our employee offer, so it appeals to a broad range of current and future employees. During this period of review we will also be positively promoting the impact that the Trust has on the lives and opportunities of the individuals we support and the wider positive social impact that comes from community engagement. The release of the NHS Workforce Plan is welcome, but it is unclear how this will impact social care especially in relation to workforce and funding, and we remain concerned that a similar Social Care Workforce Plan is as of yet unavailable.

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The Trust remained largely unaffected by the increases in interest rates. Despite holding significant cash reserves the interest rates paid by the banks on savings have remained at historically low levels. The Trust has no loans or borrowings but does have significant investment portfolios. The continued uncertainty in world affairs has affected the value of our portfolio during the past few years, however the Trustees know that the value of investment portfolios increases and decreases over time. However, as the availability of public finances decreases the Trustees are aware that they must utilise the cash and investments available to the Trust judiciously, and work will be undertaken during the coming financial period to review our reserves and investments policy.

If the government continues to only invest in the NHS workforce, social care providers will find it increasingly difficult to attract and retain permanent staff. Continued reliance on agency staff is unsustainable and in some cases the numbers of people willing to work as agency staff is in decline, so we may face workforce challenges that require us to consider which services remain viable based on their ability to recruit and retain staff. A further challenge is the continued robust regulation of supported living properties. Whilst we remain committed to delivering high quality and well-maintained properties, we are not registered providers of housing, nor are we funded in the correct way to fulfil the necessary long-term investment in properties that we often do not own. This is a skill set that is best delivered via a specialist housing provider. During the next few years, we will need to consider whether we continue to own or remain as managing agent for the properties from which we deliver our support services, or whether this is best delivered in partnership with a specialist housing provider or by a subsidiary affiliated to the Trust.

Despite all our forward investment into the development of a recruitment and retention team, our strategic plans and planned partnership working, we still need to be fairly paid for the services we provide. Like many other social care providers, we will be adopting a more commercial approach to the contracts that we accept. How our commissioners will respond to this is unknown, but there is evidence that many social care providers are unable to continue to subsidise publicly financed contracts and there is a real risk of providers withdrawing in part or in whole from service provision that does not meet a break-even position. We remain concerned at the lack of financial support that is being given to registered care homes for working age adults. Several large national charities have started to withdraw from working age adult respite and registered care provision, citing cost pressures, and we anticipate more withdrawals will follow. Our care homes are usually small (only four or five individuals) but require large staff teams to provide the intensive support that is required for the individuals we support. The continued workforce challenges, coupled with high utility and food inflation mean that the fees we receive are not adequate and we will be negotiating significant fee increases with commissioners to bring them back to a fair contribution level.

The age profile of the individuals we support is increasing, and alongside that we are seeing less people being introduced to us for support who can reach their potential in shared housing of the type we currently operate. We accept that we have a duty to continue to support and provide accommodation to the individuals that we have been supporting for many years, including training our staff to meet the challenges that may arise as the individuals we support become older. However, we also recognise that we need to undertake a review of our existing property portfolio to ensure that it is fit for future use and will meet the expectations and needs of the future users of our services. We will begin this work in the coming financial year.

Perhaps the most significant issue will be the outcome of the General Election. Although this is not due to be held until October 2024 work is underway to develop party manifestos. It will be interesting to see whether social care is given the prominence it deserves, however early indicators show that it will remain on the too difficult to solve pile for all the major political parties. This is where there is a clear need for the Trust and similarly minded organisations to use their influence at a local and regional level to guide decision makers in the Integrated Care System and across local government to understand the risks associated with under investment in the sector.

TRUSTEES' REPORT
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Service Provision

The Trust provided during the year:

- 68 supported living homes
- Six registered residential care homes
- One respite property providing respite support to up to 90 individuals from across Leeds
- A changing place at Vivis House, Pickering
- Disability accessible holiday accommodation for families and individuals at Bempton Holiday Villa, Filey and The Beach House, Filey.

New Services

The Trust assumed responsibility for the delivery of services at Bridge Street, York in December 2022. This four-bedroom property was previously managed by another social care provider that had decided to withdraw from the service. As part of the handover of the property to the Trust, two individuals moved to alternative provision, one individual moved to a service provided elsewhere in York by the Trust and one individual remained in the property, to be joined by one other individual who transferred from a property that the Trust decided to close.

We have also been in discussion with a family to provide support to their son in a property that they have purchased and then leased to a registered provider, in Thirsk. This service has the potential to support a further two individuals and has been operational since May 2023. We are currently exploring who else can live in this lovely house.

Disbanded Services

As part of the work to accept the responsibility for delivering the support service at Bridge Street, we decided to close Joseph Edwards Mews, a 2-person service. Of the two individuals we supported at that service, one moved to Bridge Street and the other moved to another service managed by the Trust.

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Learning and Development

As mentioned previously we are building further capacity within our Learning and Development Team. Our staff have been clear that they prefer face-to-face training rather than on-line training. We are recruiting a new team of internal trainers to assist us to deliver mandatory training to all colleagues, and we will be developing partnerships with specialist training providers to ensure our staff are competent and skilled in responding to the increasingly complex needs of the individuals we support. A key aspect of our Forward Plan is to develop our staff, equipping them with the skills they need to establish a career both within and outside of social care. We are clear that the workforce of the future will expect their employers to support them to develop transferable skills and we intend to develop relationships with local universities, industry and colleges to achieve this.

Engagement with the individuals we support

The Jigsaw Group was founded in January 2019 to encourage dialogue with a representative group of individuals we support, on key topics that affect them and the objectives of the Trust. As mentioned previously in this report the Trustees wish to become a more inclusive Board and work is underway to investigate how this ambition can be supported. The creation of a new post of Strategic Lead for Engagement will provide additional support to both the Trustees and the individuals we support to develop the actions necessary to enable this to happen. In the coming financial period, we will be working with several user-led organisations to receive guidance and learning how we can successfully involve all the individuals we support in guiding the strategy of the Trust. Engagement with the Jigsaw Group has increased during the past few years, and Trustees ensure that at least one of them attends each Jigsaw Group Meeting to provide updates on Board activities and plans, and to receive feedback from the members of Jigsaw. During the financial period under review the Trustees have sought advice from the Jigsaw Group on communications and plans relevant to the delivery of the Forward Plan, input on policies and feedback on how to more fully engage the group in the running of the Trust. The level of engagement from the Jigsaw Group has been proactive and has already proved beneficial.

We recognise that there are many individuals we support who are living with complex needs and who may be unable to engage as fully as possible in helping to influence the Trust and what happens in their local community. We have set ourselves a challenge over the next few years to seek out methods and opportunities to better engage with them and seek to understand how we can offer them equity of access to events across the Trust and in their communities. Where possible the individuals we support are involved in the recruitment and selection of senior positions, including Trustees, across the Trust. Feedback from prospective candidates is overwhelmingly positive.

Fundraising and Legacies

The Trustees remain grateful to every person, staff teams and organisations that raise funds for the Trust. The Trust is registered for Gift Aid and uses the Virgin Money Giving scheme and MyCharityPage.com to encourage donations from the public. Several small legacies totalling £4,912 were received during the financial period under review.

The Wilf Ward Family Trust does not engage in large scale levels of public fundraising and does not use professional fundraisers or commercial participators. The Trust nevertheless observes and complies with the relevant fundraising regulations and codes. During the year there were no complaints received in relation to the Trust's fundraising practice. Where the Trust receives donations, this may be restricted, by the donor, for a particular purpose or it may be donated with no particular purpose in mind. The Trust has several restricted donations, the largest of which is approximately £140,000 which was donated to assist with the development of a hydrotherapy pool. Unfortunately, this development has not been delivered in part due to the pandemic and in part due to not identifying a suitable site where the hydro-pool could be developed. The opportunity to develop a hydro-pool remains under constant review and we are in contact with the donor to ensure she remains aware of our plans.

Volunteers

The Trust is grateful to everyone who volunteers their time to enhance the lives of the individuals we support. The Trust does not operate a formal volunteer programme. Where people do volunteer their level of commitment ranges from a few hours every year to assist with fundraising events to weekly attendance at services to engage in activities such as music therapy, singing and befriending. Volunteers are usually people who have a close personal connection with the services in their local area and will normally have known one or more of the individuals we have supported for many years. Our volunteers usually provide support that is targeted within a local service or cluster of services. The focus of our volunteers remains on the services that they are most closely engaged with.

Use of land and property for charitable purposes

The Trust owns a number of properties, all of which are used to assist the charity in achieving its stated objectives. The Trust does not as a rule bank land or allow a property to remain vacant or unused. There is a small plot of land next to The Paceys in Swillington, Leeds. Due to anticipated costs and following conversations with the Local Authority there are no plans to develop property on this site at present. The Trust also owns vacant property on Eastgate in Pickering. Prior to the pandemic this site was purchased as a potential location for a hydro pool and community hub. Sadly, the pandemic, increase in construction costs and the cost-of-living crisis meant that such a project was no longer financially viable. Attempts were made to sell this property during the financial period under review, with a purchase offer accepted which was later retracted. We have approached another estate agent to sell the property, but we are cognizant of the current challenges in the property market and anticipate that we may have to consider selling the property at a loss.

Public Profile and Partnerships

The Trustees understand that the size and shape of the social care sector is changing. They also recognise that the Trust may not have internal expertise or sufficient resources to achieve its strategic goals without input from other organisations. Consequently, they have decided that forming partnerships, acquiring other organisations and/or merging with other providers is worth consideration. To facilitate this, work has been undertaken during the financial period under review to develop the policies and frameworks necessary to support partnership working in all its forms. The Trustees will welcome approaches from organisations with similar values and ambitions to explore how more can be achieved by working together. The Integrated Care System gained statutory recognition on 1st July 2022, and this will become the main way that local authorities, primary and acute health services and local communities can engage to plan and deliver locally informed health and social care services. The Trustees are keen for the Trust to develop greater connectivity with the local areas from which they operate and to be recognised as a valuable partner within the integrated care system. Senior managers are being encouraged to offer their expertise to local community groups and to seek wider engagement opportunities for the individuals we support beyond what has been traditionally accepted in the past.

During 2022/23 we have been strengthening our relationships with our local universities. We have been engaged in action learning research with York St John University with the results from this work being presented at an International Conference on Action Learning, and a conference paper being presented for publication. We have been using some of the learning from this engagement to develop better approaches to learning from safeguarding issues. We have also been working with the Scarborough campus of Coventry University on several projects. One has been introducing several cohorts of the individuals we support to health and social care, sports studies and drama students at the university.

The individuals we support have been guiding the students in how they expect to be treated and how they can be involved in the work they do. The feedback from the university has been very positive and the impact on the individuals we support has helped boost their confidence and supported them to have new experiences. We will be exploring research opportunities with both universities in the coming year and are also looking forward to offering placement opportunities to students across our services.

We were planning the development of a Teaching Care Home at one of our registered care services. This work was being undertaken in partnership with the Luminate Education Group. We have been unable to complete this project during the financial period under review but intend to explore how we can deliver this in the coming financial period. However, we have worked successfully with the Luminate Education Group to deliver Mental Health First Aid Training across the Trust and this training has been very well received by staff. We are considering how we can build upon this training to further develop our staff health and well-being offer.

To raise the profile of the Trust and promote the positive work it undertakes, a celebration event was held in York in October 2023. This event was attended by approximately 50 guests who included key stakeholders, partner organisations, individuals we support and the Mayor and Mayoress of York and the Deputy Lieutenant. Attendees were provided with an introduction to the work of the Trust, informed of its future strategic plans and entertained by members of our Makaton Choir. The work of the Trust was further recognised during the financial period under review when it was announced as a regional finalist in the Care Employer category of the Great British Care Awards. This proved to be a great morale boost for all staff involved in this nomination and it has encouraged many managers to nominate their teams for national awards in the coming financial year.

All senior managers have been tasked with building stronger local relationships with community groups and businesses. This includes being encouraged to join the Boards of local organisations, offering mentoring to staff in other organisations and seeking to engage with commissioners and the integrated care system. Further work will be undertaken in the coming financial year to increase the level of engagement that the individuals we support have with their local communities.

Risk Management

The Trust has developed its own strategic risk register that focuses on the top risks known to the Trustees and Leadership Team. The Risk Register is reviewed at each Leadership Team meeting, and it is considered at each Finance & Assurance Committee. Table 1 below provides a summary of the Risk Register. A more detailed Risk Register is maintained by the Leadership Team. Undoubtedly the biggest risk to the Trust remains its ability to attract, retain and fully train values-based staff. As the complexity and level of need of the individuals we support continues to increase we are dealing with needs that are increasingly complex, and which often require a higher level of knowledge in health and medical related conditions. Our staff are having to step in and provide this support more frequently due to the workforce challenges that are prevalent across primary health care services. This is resulting in our staff carrying higher levels of responsibility than ever before and requiring more training in specialist interventions. Our staff are now becoming more skilled than ever before, but they do need to be recognised for attaining such skills both in terms of pay and benefits but also in terms of development opportunities. The risk is that if we cannot offer the correct pay and development opportunities for our staff, they will either leave social care altogether or move into roles within the NHS.

Table 1: Summary of the key aspects of the Risk Register

Risk Category	Summary of risk
1. Recruitment and retention of staff	The recruitment and retention of staff across the whole social care sector has become increasingly difficult. Without dedicated and well-trained staff, we will be unable to meet our contractual and regulatory obligations to provide support and care. As social care is frequently viewed as a low skill, low pay sector we need to offer improved pay, career structures and opportunities to attract and retain staff.
2. Providing the training and skills necessary to support individuals with increasingly complex needs	Following the lockdown, we are clear that our staff teams require intensive support to refresh existing knowledge and skills and to develop new abilities to support individuals with increasingly complex needs. As the age and complexity profile of the individuals we support increases our staff need to be trained in specialisms including stoma care, dementia care, dysphasia and challenging behaviour.

3. Safeguarding the health and well-being of the individuals we support	Linked to the increasing complexity of the individuals we support is the fact that we are supporting more vulnerable individuals and that this will require new approaches to safeguarding and supporting them with their health and well-being.
4. Ensuring the contracts we deliver contribute to the financial resilience of the Trust	The cost-of-living crisis and workforce challenges have demonstrated that in order for the Trust to remain a financially viable business going forward, we must deliver services that are fairly financed, and which allow us to pay and train our staff properly.
5. Protecting our investments	The Trustees have maintained a low to medium risk profile for our investments. This is coupled with a new investment strategy focused on capital growth rather than income. and capital growth. This strategy has provided our investment managers with the ability to take longer-term, lower risk decisions on the portfolios they manage. The Trustees will be reviewing our approach to investments in the coming financial year to ensure that our investment strategy supports the investment requirements of the Forward Plan.
6. Ensuring compliance with regulations and contracts	This links to the previously highlighted risks related to recruitment and retention and training of our staff. With the new Care Quality Commission inspection regimen planned for 2024, we are clear that we need to ensure our Registered Managers and staff understand this new approach to inspection and recognise and resolve the risks that we face regarding staffing and ensuring that staff are appropriately trained to meet the needs of the individuals we support.
7. Preparing for the future: ensuring appropriate succession plans are in place	The Trustees have agreed to the use of reserves to support several new roles, to support the implementation of strategic plans of the Trust. Some of the roles are proving hard to recruit but we recognise the importance of recruiting the right people. Trustees are also aware of the need to establish succession plans for Trustees and senior leaders and this work is on-going.
8. Ensuring the health and safety of our staff, individuals and the buildings from which we operate	Following the pandemic there has been an increased emphasis on following good infection prevention and control practices. However, this concerted focus on one aspect of health and safety has resulted in a need for us to re-train staff on other aspects of health and safety both in terms of wider practices and approaches to risk management, but also in ensuring that the properties from which we operate comply with expected regulatory standards.
9. Reputational damage	The on-going recruitment crisis, impact of the cost-of-living crisis and the increasing polarization of society all present risks to the reputation of the Trust. We continue to focus on ensuring services are adequately staffed, that staff are appropriately trained and that we undertake regular quality and financial checks across all our services to ensure the safety and well-being of everybody who works for and is supported by the Trust.

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Factors relevant to achieving objectives

The most significant factor relevant to achieving the objectives of the Trust is to ensure that we have a well-trained workforce that can meet the needs of the individuals we support. The Trust continues to pay its staff as well as it can, but we accept that levels of pay are only one factor in attracting and retaining staff at present. We are continuing our work on promoting the health and well-being of our staff and see this as a key priority for the future. By September 2023 we will have provided training in Mental Health First Aid to over 200 colleagues. This training has been provided in partnership with the Luminate Education Group. We will be developing further training and support for staff in the coming financial period to deal with the pressures they face during this persistent cost of living crisis. We also realise that we need to provide more development opportunities for current and future staff to enable them to develop a career within social care, or to achieve progression in related careers. We are developing a comprehensive Recruitment and Retention Strategy to address both the immediate and longer-term issues of workforce planning across our services. This will include developing a coaching culture across the Trust, where we will focus on developing staff potential, both within and external to the Trust, whilst also exploring how we can provide development and training opportunities that appeal to all staff.

We will also begin to negotiate the contractual fee levels awarded by our commissioners. For many years the Trust has accepted low fee levels as it was able to maintain its margins through successful use of investments and maintaining a relatively low level of management overhead. It is no longer possible to do this as the ability to attract and develop new staff, to make required improvements on our buildings and in our digital systems, and to recruit leaders and staff with the right skills to deliver the Forward Plan requires significant investment. Although the Trust is relatively financially well resourced, the levels of investment required over the next few years to future proof the Trust mean that we will have to draw down significant reserves to ensure we can meet the contractual and regulatory requirements of the future.

Quality – Inspection and Service Reviews

The Care Quality Commission (CQC) has continued to focus its inspection regimen on providers deemed to be high risk. Like most other social care providers, we have had only one service inspected during the financial period under review. This inspection reaffirmed that the services inspected remained Good overall. Notwithstanding this we remain in regular contact with the CQC on several issues across our services. We remain proactively engaged with the CQC and provide them with updates on issues of concern and detail the actions we are undertaking to improve and address any identified problems. The full reports for all the Trust's services can be accessed via the Care Quality Commission website at www.cqc.org.uk. During the coming financial period we will be ensuring that our services and approaches to governance are compliant with the new CQC Inspection regime that is expected to begin in early 2024.

Staffing/Personnel

The Trust currently employs 824 staff. This is made up of 430 full-time staff (more than 30 hours per week), 295 part-time staff (30 hours or less per week) and 99 relief staff who provide cover on an as required basis. Staff who work relief shifts are encouraged to sign a contract for full / part-time hours if they regularly work such hours across a sustained period. The Trust reports on its Gender Pay Gap every year. The most recent report indicated that the Trust had a median pay gap of 0.29% in favour of female staff, this is opposed to a UK wide figure of 8.3% in favour of male staff.

During the financial period under review the use of agency staff has steadily increased. There are several explanations for this increase including the difficultly in attracting new staff into social care, the continued impact of Covid-19 infection rates on staff ability to attend work, and the need to provide increased support to individuals due to day centres and other activities remaining closed. This resulted in an increase in the use of agency from a total cost of £1,104,604 during the 2021/22 financial year to £2,279,580 during 2022/23.

As noted earlier in this report work will be undertaken in the coming financial year to address the dependence on agency staff. A key element of the Trust's Forward Plan is to focus on the recruitment and retention of staff. This will involve work being undertaken to re-evaluate job roles, explore how we can develop a coaching culture across the Trust, how we can work with key partners to develop training and personal development opportunities for all staff, and how we can build flexibility into all colleagues working lives.

Health and Safety

As part of responding to the increasing complexity of regulations related to property, a new post of Strategic Lead for Health & Safety and Environment was created. This role will now act in part as the Trust's Corporate Health and Safety Advisor and in assuming this position we no longer require the support of WorkNest. During the financial period under review we have commissioned specialist providers to undertake Fire Risk Assessments at all properties where we have landlord responsibilities. This has highlighted several areas where we need to invest in properties and re-assess means of methods of evacuation should a fire occur in one of our properties. This is being managed and will result in some additional spending during the coming financial period to ensure we remain compliant with the relevant regulations.

As part of our work to build consistency into our health and safety approaches, we have been working with North Yorkshire Fire Authority to develop a Primary Authority agreement with them. A Primary Authority agreement means that we will be guided by North Yorkshire Fire Authority in all geographies where we have properties, rather than by the local fire authority. This provides a level of consistency and offers assurances to other Fire Authorities that we are being overseen by a competent organisation.

Safeguarding Children and Adults

The Trust continues to take its safeguarding responsibilities seriously. Registered Managers remain in regular contact with Local Authority safeguarding teams and the Care Quality Commission. All safeguarding incidents are reported to the Trustees and a trends analysis is scrutinised at the Finance and Assurance Committee. However, any serious incidents or concerns are discussed with the Chair and Trustees separately to ensure that our regulatory and reporting duties are met in a timely and responsive manner.

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FINANCIAL POSITION

Income from charitable activities was £22,393,718 (2021/22: £20,308,619). Other income, including incoming resources from generated funds and other incoming resources, was £386,069 (2021/22: £1,032,134) giving total incoming resources for the year of £22,779,787 (2021/22: £21,340,753).

Resources expended for the year were £23,901,157 (2021/22: £20,463,253).

The net outgoing resources before other recognised gains and losses was £1,138,347 (2021/2022: £877,500). After losses on investments of £802,024 (2021/22: gain of £242,114), the net decrease in funds was £1,923,394 (2021/22: increase of £1,119,614) and the net funds as at 31 March 2023 were £24,576,842 (2021/22: £26,500,236).

RESERVES POLICY

Free reserves as of 31st March 2023 were £6,925,511. This being Total Funds of £24,576,842 less Restricted Funds of £254,470, fixed assets of £8,083,662 and less designated funds of £9,313,199. Designated funds include the Housing Benefit Designated Fund and the long-term investment fund. This fund is made up of investment portfolios managed by JM Finn & Co and Investec Wealth & Management, the investments are invested on a long-term capital growth basis to ensure service provision for future beneficiaries. The Trustees regularly analyse and review the level of reserves and consider that the free reserves of the Trust are sufficient to cover all known risk, liabilities and contingencies, to absorb setbacks and allow the Trust to take advantage of change and opportunity.

The Trustees continually review how the assets of the Trust can be best utilised to ensure that the objectives of the organisation are fulfilled, and the best possible return is provided to ensure the long-term sustainability of the Trust. The Trustees have agreed that subject to a suitable business case, the reserves held by the Trust can be used to purchase new housing and properties to develop new services or to assist with the implementation and delivery of strategically relevant development projects and activities.

The Trustees regularly review the level of reserves held. The Trust's income is relatively predictable, it comes from contracts, primarily with local authorities and the NHS. The contracts cover 230 individuals across 68 supported Living services, 6 registered care homes and 1 respite provision. Contracts are held with 4 Local Authorities and respective health commissioning bodies across the relevant localities. Whilst the spread of contracts reduces the risk that all income sources would cease at the same time the Trust has a high level of fixed costs, predominantly relating to staffing. On that basis reserves are held to cover the trusts operating costs in the short-term. Budgeted expenditure for 2023/24 is £25.9mil, short-term has been assessed as 3months and therefore target free reserves are a minimum of £6.4mil.

The Trustees recognise that further work needs to be undertaken on both the reserves policy and the investments policy in the coming financial period. By undertaking this further exploration of how to strategically utilise both reserves and investments the Trustees wish to see both the reserves and the investments policies aligned to support the long-term strategic ambitions of the Trust. They note that much planning will be required during the coming financial period to ensure that any necessary changes in approaches to reserves and investments are sufficiently robust and are adaptable for future economic, environmental and societal challenges the Trust will face in the future.

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PUBLIC BENEFIT

The Trust has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing its objectives and in planning its future activities.

Public Benefit derived from the Trust's services and activities fall under the Charity Commission general heading of: "The relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage." This heading is duly reflected in the objectives of the Trust which are fully disclosed on Page 4 of this report.

The Trust's main objectives are therefore to support both carers of and individuals with disabilities or chronic ill-health conditions or support people who experience complex disadvantages or barriers to employment or access to other community activities. This is achieved through the provision of services within the community or the provision of supported living accommodation or residential care. The Trust delivers these services to a range of disabled children, young people, adults and older people. The delivery of these types of service provision is felt to reflect fully the stated objectives of the Trust.

The Trust's objectives do not restrict the working of the organisation to a particular locality or region. In the main, however, the Trust serves the Yorkshire region and parts of the North-East of England. The Trust will continue to examine opportunities from other areas of the United Kingdom as they present themselves. A key strategic aim is for the Trust to encourage the individuals we support to become more active participants in their local communities, and we are looking at ways in which this can enhance their lives, but also how the Trust can use its assets to work more closely and in partnership with local community groups.

The Trust's objectives are to either complement statutory social care and health service provision or deliver such statutory services through contracted arrangement and as such they are designed to provide value for money and equal access, without restriction, within areas of operation. The Trust is mindful of prevailing social and economic conditions and has demonstrated through its continued ability to secure new contracts that it provides value for money services. Services are designed to meet not only the individual needs of service users but also the broad objectives of the government's policy to modernise social care and health services.

The Trust continues to use its financial and other resources to support the range of individuals and groups in need of help and support. Investment in both the fabric and quality of our customers' accommodation as well as provision of additional training for staff in discharging their duties demonstrates the Trust's commitment to continuous service improvements. Scheme donations are always invested in service improvements.

There is no detriment or harm arising from any of the organisation's activities or aims. The Trust ensures through the Equality and Diversity Policy that it reaches out to all individuals or their families, by virtue of the individual's disability or disadvantage, in offering services. No restrictions are in existence which limit the Trust's ability to meet the needs of our customers whose requirements, defined by their disability or disadvantage, are such, that either Local Authority Social Services, Primary Care Trusts or other statutory agencies regard them as a priority for service provision. No restrictions are placed by the Trust on personal characteristics including gender, race, religion, sexual orientation or other defining characteristics.

The Trust applies fees and charges for its services. The effect of these fees and charges does not restrict benefit only to those who can afford to pay fees. The ability of individual customers to meet the Trust's fees and charges form part of the Local Authorities' duties to assess financial contributions through standard financial assessment processes. Therefore, most of our individuals contribute towards their service cost following Local Authority financial assessment taking into account their own levels of income and entitlement to state benefits. People in poverty will receive greater financial help through the sponsoring Local Authority in accessing Trust services.

The Trust applies no private benefits to individuals or organisations (other than benefits people receive as a beneficiary) from carrying out its objectives.

INVESTMENT POWERS

The Trustees have the power to make any investments that they see fit. The Trustees approved the following investment benchmark for the financial year under review.

The Trust investments should be managed with the objectives of generating a capital return over time, which matches or exceeds the WMA APCIMS Balanced Return Total Return Index.

The past few years have seen the value of the Trusts' investment portfolios decline in overall value. The pandemic and subsequent cost of living crisis, combined with the on-going war between Ukraine and Russia has resulted in market instability. On-going challenges continue with the UK economic outlook presenting further medium-term instability. The Trust undertakes a low to medium level of risk approach to managing its investments. This prudent approach has served the Trust well in previous financial periods. Further review of the performance of the investments will be undertaken during the coming financial period to ensure that the value of the portfolio is maintained whilst the need to generate positive cash returns and capital growth is explored.

In the year to 31st March 2023 the decrease in the WMA APCIMS Balanced Return Total Return Index represented a capital depreciation of 3.23%. The Trust's long-term portfolio overperformed against the benchmark of 3.23% with an actual depreciation of 3.18%. This performance does not include the portfolio that is held on a low risk, short term basis. The Trustees receive quarterly valuations of the Trust's portfolios with detailed performance information measured against the agreed benchmarks. This is all in line with the Trust's investment policies which take Environmental Social and Governance concerns into account, and which have been discussed with our investment managers.

TAXATION

As a charity, the Trust is exempt from tax on income and gains falling within the available tax exemptions to the extent that these are applied to its charitable objects. No tax charges have arisen in the Charity.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

INSURANCE

An indemnity policy has been taken out by the Trust on behalf of the Trustees as agreed by the Charity Commission. The costs of most insurance continues to increase, while the level of cover provided frequently reduces or includes higher levels of excess payments. Our insurance brokers PIB Insurance Brokers have managed to find us appropriate insurance cover at a similar price and with a sufficient level of cover to the previous financial period.

EMPLOYEE INVOLVEMENT AND EMPLOYMENT OF PEOPLE WITH DISABILITIES

The Trust recognises the value to the organisation of employing disabled individuals. The Trust's company policy on employing people with disabilities has been developed to ensure continued employment, training and development for all staff. The following also applies:

- We are a registered disability confident employer
- We recruit to ensure that we get the best person for the role in line with the Equality Act 2010
- Appropriate adjustments are made to the recruitment process to facilitate a fair process and barriers to recruitment are removed
- Training and development is offered to everyone with appropriate adjustments made to ensure that it is accessible for everyone. Consideration is given to the type of training offered to ensure it is engaging and encompasses different learning styles
- Equality and diversity training is completed with our staff to raise awareness and to assist in removing barriers to recruitment and retention
- Regular Staff Development Sessions take place between line managers, and employees where life at the Trust can be discussed, and any concerns raised and addressed
- Access to Occupational Health and 'Access to Work' is encouraged to assist with continued employment.

During the coming financial period significant work will be undertaken to develop action plans to improve our ability to widely engage and involve staff, the individuals we support and the wider community. We are working in partnership with the National Centre for Diversity to undertake a Diversity HealthCheck and we will then use the findings from this exercise to develop how we recognise, adapt and properly respond to Equality, Diversity and Inclusion issues that an affect our colleagues and the individuals we support both internally and externally. By undertaking this work, we expect to become a Diversity Accredited organisation by April 2024.

OTHER RELEVANT INFORMATION

None

TRADING SUBSIDIARY

Wilf Ward Independent Living Ltd has remained dormant and engaged in no trading activities during the year.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Greenhouse Gas & Energy

Under section 465 & 466 of the Companies Act 2006, we are now required to include details of our UK greenhouse gas emissions and energy use.

UK Greenhouse gas emissions and energy use data for the period 1 April 2022 to 31 March 2023		**1 April 2021 to 31 Mar 2022**
Energy consumption used to calculate emissions (kWh)	1,143,528	1,223,560
Energy consumption break down (kWh) (optional) • gas, • electricity, • transport fuel	 571,397 283,641 288,490	 652,027 293,050 278,483
Scope 1 emissions in metric tonnes CO2e Gas consumption Owned transport – mini-buses	 105.23 32.55	 120.08 29.95
Total scope 1	137.78	150.03
Scope 2 emissions in metric tonnes CO2e Purchased electricity	99.72	103.03
Scope 3 emissions in metric tonnes CO2e Business travel in employee- owned vehicles	36.71	26.22
Total gross emissions in metric tonnes CO2e Intensity ratio	274.20	279.27
Tonnes CO2e per employee (820) (2022: 793)	0.33	0.35

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Quantification and reporting methodology

We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG reporting Protocol – Corporate Standard and have used the 2020 UK Government's Conversion Factors for Company Reporting

Intensity measurement

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO2e per employee.

Measures taken to improve energy efficiency.

We completed Phase 2 ESOS (reports previously issued 2019/20) and have shared findings re energy efficient lightbulbs, boiler temperature settings across all locations (i.e. not just within the locations audited). Subsequently boiler temperatures have been turned down and light fittings are being replaced once old ones have passed their useful life span. We are currently commissioning Phase 3 ESOS and expect this work to be undertaken by the end of 2023. As part of our longer-term financial planning we will be reviewing the energy efficiency of all our properties and investment needed to ensure our properties can withstand the predicted extreme changes in temperature and environment which if left unaddressed will impact the comfort and usability of our properties for the individuals we support in the future.

TRUSTEES' RESPONSIBILITIES STATEMENT

The Trustees (who are also Directors of The Wilf Ward Family Trust Ltd for the purposes of Company Law) are responsible for preparing the Trustees' Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law required the trustees to prepare financial statements for each financial year. Under company law, the trustees must not approve the financial statement unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources including the income and expenditure of the charitable company for that period.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

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

Disclosure of information to the auditor

In so far as the Trustees are aware:

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

This report, incorporating the Strategic Report, was approved by the Trustees, in their capacity as Company Directors and signed on their behalf on 01 September 2023 by:

Dianne Willcocks (Sep 5, 2023 18:05 GMT+1)

Professor Dianne Willcocks CBE
Chair of Trustees

Rosemary Du Rose
Rosemary Du Rose (Sep 6, 2023 07:31 GMT+1)

Rosemary Du Rose
Vice Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WILF WARD FAMILY TRUST

We have audited the financial statements of The Wilf Ward Family Trust (the 'charitable company') for the year ended 31 March 2023, which comprise the 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 Financial Reporting Standard 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 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 responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have 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 strategic report and the directors' report.

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

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

Responsibilities of trustees

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

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

Auditor 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:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with trustees and other management, and from our commercial knowledge and experiences of the charity's sector;
- we focussed on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Charities Act 2011, Companies Act 2006, taxation legislation and data protection, employment and health and safety legislation (including CQC documentation);
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence throughout;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by;

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risks of fraud through management bias and override controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 2 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

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

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

Use of our report

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

BHP LLP
Jane Marshall (Sep 8, 2023 13:15 GMT+1)

Jane Marshall (Senior statutory auditor)

for and on behalf of

BHP LLP

Chartered Accountants
Statutory Auditor

Rievaulx House
1 St Mary's Court
Blossom Street
York
YO24 1AH

Date: Sep 8, 2023

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2023

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	3	**8,530**	**26,717**	**35,247**	113,638
Charitable activities	4	**22,393,718**	**-**	**22,393,718**	20,308,619
Investments	5	**347,363**	**-**	**347,363**	296,599
Other income	6	**3,459**	**-**	**3,459**	621,897
Total income		**22,753,070**	**26,717**	**22,779,787**	21,340,753
Expenditure on:					
Raising funds:	7				
Investment management fees		**72,541**	**-**	**72,541**	72,432
Charitable activities	8	**23,818,876**	**9,740**	**23,828,616**	20,390,821
Total expenditure		**23,891,417**	**9,740**	**23,901,157**	20,463,253
Net (expenditure)/ income before other recognised gains/(losses)		**(1,138,347)**	**16,977**	**(1,121,370)**	877,500
Other recognised (losses)/gains:					
(Losses)/gains on investments		**(802,024)**	**-**	**(802,024)**	242,114
Net movement in funds		**(1,940,371)**	**16,977**	**(1,923,394)**	1,119,614
Reconciliation of funds:					
Total funds brought forward		**26,262,743**	**237,493**	**26,500,236**	25,380,622
Net movement in funds		**(1,940,371)**	**16,977**	**(1,923,394)**	1,119,614
Total funds carried forward		**24,322,372**	**254,470**	**24,576,842**	26,500,236

The notes on pages 35 to 57 form part of these financial statements.

BALANCE SHEET
AS AT 31 MARCH 2023

	Note		2023 £		2022 £
Fixed assets					
Tangible assets	15		**8,083,662**		8,334,467
Investments	16		**13,094,784**		13,831,440
			21,178,446		22,165,907
Current assets					
Debtors	17	**1,432,771**		1,454,208	
Cash at bank and in hand		**4,788,487**		5,674,565	
		6,221,258		7,128,773	
Creditors: amounts falling due within one year	18	**(2,822,862)**		(2,794,444)	
Net current assets			**3,398,396**		4,334,329
Total net assets			**24,576,842**		26,500,236
Charity funds					
Restricted funds	19		**254,470**		237,493
Unrestricted funds					
Designated funds	19	**9,313,199**		9,776,487	
General funds	19	**13,380,376**		13,944,487	
Revaluation reserve	19	**1,628,797**		2,541,769	
Total unrestricted funds	19		**24,322,372**		26,262,743
Total funds			**24,576,842**		26,500,236

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2023

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Dianne Willcocks (Sep 5, 2023 18:05 GMT+1)

Professor Dianne Willcocks CBE
Chair of Trustees

Rosemary Du Rose
Rosemary Du Rose (Sep 6, 2023 07:31 GMT+1)

Rosemary Du Rose
Trustee

Date: 1 September 2023

The notes on pages 35 to 57 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	Note	2023 £	2022 £
Cash flows from operating activities			
Net cash (used in)/ provided by operating activities	22	**(1,086,232)**	1,446,860
Cash flows from investing activities			
Dividends and interest received from investments		**347,363**	296,599
Proceeds from the sale of tangible fixed assets		**2,350**	-
Purchase of tangible fixed assets		**(84,191)**	(122,453)
Proceeds from sale of investments		**1,106,767**	1,620,295
Purchase of investments		**(1,055,517)**	(4,459,126)
Net cash provided by/(used in) investing activities		**316,772**	(2,664,685)
Cash flows from financing activities			
Net cash provided by financing activities		**-**	**-**
Change in cash and cash equivalents in the year		**(769,460)**	(1,217,825)
Cash and cash equivalents at the beginning of the year		**6,112,831**	7,330,656
Cash and cash equivalents at the end of the year	23	**5,343,371**	6,112,831

The notes on pages 35 to 57 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

1. Accounting policies

1.1 Basis of preparation of financial statements

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 issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006, the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The Wilf Ward Family Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in sterling which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

1.2 Company status

The Trust is a company limited by guarantee. The members of the company are the Trustees named on page one. In the event of the Trust being wound up, the liability in respect of the guarantee is limited to £10 per member of the Trust.

1.3 Going concern

The Trustees have prepared forecasts of income and expenditure for the period to 31 March 2025 and subjected these forecasts to sensitivity analysis which shows that they have sufficient reserves to be able to continue for the foreseeable future. They will continue to monitor the impact on income and appropriate action will be taken as necessary.

Due to the level of free reserves held, the Trustees have concluded that the charity remains a going concern whilst such viable options are available to it. The Trustees therefore continue to adopt the going concern basis of preparation for these financial statements.

1. Accounting policies (continued)

1.4 Income

Income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Voluntary income is received by way of donations, legacies and grants. Donations are included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

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

Income from charitable activities includes income recognised as earned (as the related service is provided) under contract. Where income is received in advance of a specified service it is deferred until the charity is entitled to that income.

Investment income is included when receivable by the charity.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party. Expenditure is classified under activity headings that aggregate all costs related to the category.
Cost of raising funds relate to investment management fees.

Charitable activities comprise those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs comprise the central costs and overheads of providing services. They are allocated between charitable activities based on the number of contracted staff in each area.

Governance costs comprise of cost of external advice, audit, costs of trustees' meetings and other activities related solely to the governance of the Trust.

Irrecoverable VAT is written off in the period in which it arises.

All expenditure is inclusive of irrecoverable VAT.

1. Accounting policies (continued)

1.6 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of Financial Activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of Financial Activities as the related expenditure is incurred.

Grants received in relation to the government's Coronavirus Job Retention Scheme (Furlough) have been recognised within other income. The grant is accounted for on the accruals basis once the related payroll return has been submitted.

1.7 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

1.8 Gifts in Kind

In the event that a gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title of the asset having been transferred to the charity. The value of services provided by volunteers has not been included in these accounts.

1.9 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charitable company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

1. Accounting policies (continued)

1.10 Tangible fixed assets and depreciation

Individual fixed assets for existing schemes costing £1,000 or more are capitalised at cost, together with all set up costs of new schemes.

Tangible fixed assets are carried at cost or valuation, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives.

Depreciation is provided on the following bases:

Freehold property	- 2% straight line
Freehold land	- Not depreciated
Motor vehicles	- 25% straight line
Fixtures and fittings	- 15% straight line
Office equipment	- 25% / 50% straight line

1.11 Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date using the closing quoted market price. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

1.12 Debtors

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

1.13 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.14 Creditors and provisions

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

1.15 Financial instruments

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

1. Accounting policies (continued)

1.16 Operating leases

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

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the lease term until the date the rent is expected to be adjusted to the prevailing market rate.

1.17 Pensions

The charitable company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charitable company to the fund in respect of the year.

1.18 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.19 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charitable company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

2. **Critical accounting estimates and areas of judgement**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The charitable company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgement:

Depreciation

The depreciation policy has been set accordingly to the experience of the useful lives and residual values of a typical asset in each category. The depreciation charged during the year was £334,996 (2022: £332,233) which the Trustees feel is a fair reflection of the benefits derived from the consumption of the tangible fixed assets in use during the period.

Bad debt provision

Outstanding trade debtor balances are reviewed on a line by line basis to identify possible amounts where a provision is required. Management closely manage the collection of trade debtors and therefore are able to identify balances where there is uncertainty about its recoverability, and determine what provision is required (if any).

3. **Income from donations and legacies**

	Unrestricted funds 2023 £	**Restricted funds 2023 £**	**Total funds 2023 £**	Total funds 2022 £
Donations	3,618	26,717	**30,335**	34,292
Legacies	4,912	-	**4,912**	79,346
	8,530	26,717	**35,247**	113,638
Total 2022	86,842	26,796	113,638	

4. Income from charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Registered care homes	4,667,980	**4,667,980**	4,434,827
Domiciliary care homes	17,637,182	**17,637,182**	15,790,159
Community services	88,556	**88,556**	83,633
Total 2023	22,393,718	**22,393,718**	20,308,619
Total 2022	20,308,619	20,308,619	

5. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Dividends and interest from investments	343,127	**343,127**	296,599
Bank interest	4,236	**4,236**	-
	347,363	**347,363**	296,599
Total 2022	296,599	296,599	

6. Other income

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Other income	3,459	-	**3,459**	107,152
Government grants - Coronavirus Job Retention Scheme	-	-	**-**	46,214
Other grants received for PPE and Coronavirus testing	-	-	**-**	468,531
	3,459	-	**3,459**	621,897
Total 2022	153,366	468,531	621,897	

7. Investment management costs

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Investment management fees	72,541	**72,541**	72,432
Total 2022	72,432	72,432	

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2023 £	Restricted funds 2023 £	**Total 2023 £**	Total 2022 £
Registered care homes	5,376,680	7,574	**5,384,254**	4,740,659
Domiciliary care homes	18,256,425	1,415	**18,257,840**	15,482,162
Other services	155,691	751	**156,442**	141,960
Governance costs (Note 10)	30,080	-	**30,080**	26,040
	23,818,876	9,740	**23,828,616**	20,390,821
Total 2022	19,915,778	475,043	20,390,821	

9. Analysis of expenditure by activities

	Direct staff costs 2023 £	Direct service costs 2023 £	Support costs 2023 £	**Total funds 2023 £**	Total funds 2022 £
Registered care homes	4,035,818	973,444	374,992	**5,384,254**	4,740,659
Domiciliary care homes	15,059,323	1,504,211	1,694,306	**18,257,840**	15,482,162
Other services	10,116	97,057	49,269	**156,442**	141,960
Governance costs (note 10)	-	30,080	-	**30,080**	26,040
	19,105,257	2,604,792	2,118,567	**23,828,616**	20,390,821
Total 2022	16,363,007	2,147,564	1,880,250	20,390,821	

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2023 £	Total funds 2022 £
Staff costs	**1,534,063**	1,406,535
Office property costs	**288,525**	193,687
Office costs	**154,943**	125,321
Advertising, recruitment and training	**12,409**	10,148
Depreciation	**128,627**	144,559
	2,118,567	1,880,250

Staff costs within support costs contain employment costs relating to Finance, HR and Administration, IT and the Leadership Team.

10. Governance costs

	Unrestricted funds 2023 £	**Total funds 2023 £**	Total funds 2022 £
Audit and accountancy fees	24,493	**24,493**	18,213
Trustees' meetings and governance	3,427	**3,427**	1,347
Development	2,160	**2,160**	6,480
	30,080	**30,080**	26,040
Total 2022	26,040	26,040	

11. Auditor's remuneration

	2023	2022
	£	£
Fees payable to the charitable company's auditor and its associates for the audit of the charitable company's annual accounts	**24,493**	18,213

12. Net income/(expenditure)

This is stated after charging:

	2023	2022
	£	£
Depreciation of tangible fixed assets:		
- owned by the charity	334,996	332,233
Operating lease charges	351,878	263,381

13. Staff costs

	2023	2022
	£	£
Wages and salaries	**16,704,719**	15,208,556
Social security costs	**1,308,622**	1,126,950
Contribution to defined contribution pension schemes	**346,399**	329,512
	18,359,740	16,665,018

Total staff costs, including agency staff, amounted to £20,639,320 (2022: £17,769,542).

Redundancy or termination payments which are included as an expense within wages and salaries above amounted to £nil (2022: £5,387).

13. Staff costs (continued)

The average number of persons employed by the charitable company during the year was as follows:

	2023	2022
	No.	No.
Central Administration	**46**	45
Residential	**137**	126
Supported Living	**619**	602
Short Breaks	**18**	20
	820	793

The average headcount expressed as full-time equivalents was:

	2023	2022
	No.	No.
Full time equivalent	**547**	540

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2023	2022
	No.	No.
In the band £70,001 - £80,000	**1**	-
In the band £80,001 - £90,000	**-**	2
In the band £120,001 - £130,000	**1**	1

The total amount of employee benefits (including employer's national insurance and pension contributions) received by key management personnel was £316,094 (2022: £370,269). The charity considers its key management personnel to comprise of the Chief Executive Officer, Director of Resources and the Director of Operations.

14. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - £nil).

During the year ended 31 March 2023, 4 trustees incurred expenses totalling £771 in relation to training courses, the reimbursements of travel expenses and other minor expenditure (2022 - £419 paid to 4 trustees).

15. Tangible fixed assets

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Office equipment £	Total £
Cost or valuation					
At 1 April 2022	**9,980,206**	**307,246**	**401,779**	**867,399**	**11,556,630**
Additions	**300**	**31,990**	**32,333**	**19,568**	**84,191**
Disposals	**-**	**(22,199)**	**(7,453)**	**-**	**(29,652)**
At 31 March 2023	**9,980,506**	**317,037**	**426,659**	**886,967**	**11,611,169**
Depreciation					
At 1 April 2022	**2,028,624**	**240,642**	**310,271**	**642,626**	**3,222,163**
Charge for the year	**165,175**	**32,255**	**34,587**	**102,979**	**334,996**
On disposals	**-**	**(22,199)**	**(7,453)**	**-**	**(29,652)**
At 31 March 2023	**2,193,799**	**250,698**	**337,405**	**745,605**	**3,527,507**
Net book value					
At 31 March 2023	**7,786,707**	**66,339**	**89,254**	**141,362**	**8,083,662**
At 31 March 2022	7,951,582	66,604	91,508	224,773	8,334,467

Non depreciable land with a cost of £1,658,997 (2022: £1,658,997) is held within freehold property.

16. Fixed asset investments

	Listed investments £	Cash held in investment portfolio £	Total £
Cost or valuation			
At 1 April 2022	**13,393,174**	**438,266**	**13,831,440**
Additions	**1,055,517**	**-**	**1,055,517**
Disposals	**(1,106,767)**	**-**	**(1,106,767)**
Revaluations	**(802,024)**	**-**	**(802,024)**
Other movements	**-**	**116,618**	**116,618**
At 31 March 2023	**12,539,900**	**554,884**	**13,094,784**

Included in listed investments are investments held in the UK with a market value of £6,843,080 (2022: £7,442,903). The remaining listed investments are held overseas and have a market value of £5,696,820 (2022: £5,950,271).

Revaluation Reserve

	2023 £	2022 £
Listed investments	**12,539,900**	13,393,174
Historical cost of listed investments	**(8,121,264)**	(8,061,566)
Donated assets at value transferred in	**(2,789,839)**	(2,789,839)
	1,628,797	2,541,769

17. Debtors

	2023 £	2022 £
Trade debtors	**647,493**	633,163
Other debtors	**123,092**	110,636
Prepayments and accrued income	**662,186**	710,409
	1,432,771	1,454,208

18. Creditors: Amounts falling due within one year

	2023	2022
	£	£
Trade creditors	**303,749**	380,116
Other taxation and social security	**273,784**	404,255
Accruals and deferred income	**2,245,329**	2,010,073
	2,822,862	2,794,444

	2023	2022
	£	£
Deferred income at 1 April 2022	**971,934**	983,317
Income deferred during the year	**792,120**	971,934
Amounts released from previous periods	**(646,184)**	(983,317)
	1,117,870	971,934

Deferred income relates to amounts received from local authorities in advance of services being provided.

19. Statement of funds

Statement of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2023 £
Unrestricted funds						
Designated funds						
Supported People	**372,681**	**118,369**	**(127,801)**	**-**	**-**	**363,249**
Long Term Investment Fund	**9,403,806**	**-**	**-**	**(453,856)**	**-**	**8,949,950**
	9,776,487	**118,369**	**(127,801)**	**(453,856)**	**-**	**9,313,199**
General funds						
General Funds	**13,944,487**	**22,634,701**	**(23,763,616)**	**564,804**	**-**	**13,380,376**
Revaluation reserve	**2,541,769**	**-**	**-**	**(110,948)**	**(802,024)**	**1,628,797**
	16,486,256	**22,634,701**	**(23,763,616)**	**453,856**	**(802,024)**	**15,009,173**
Total Unrestricted funds	**26,262,743**	**22,753,070**	**(23,891,417)**	**-**	**(802,024)**	**24,322,372**

Supported People: This is money put aside by the Trustees for the Supported Living schemes which has not been spent but will provide a reserve for future years' replacements of white goods, laundry equipment and internal decorating.

Long Term Investment Fund: This fund is made up of investment portfolios managed by JM Finn & Co and Investec Wealth & Management, the investments are invested on a long term capital growth basis to ensure service provision for future beneficiaries. The transfer to unrestricted funds represents movement on these funds such that the carried forward value of the fund agrees to the fair value of the portfolios.

The transfer from the revaluation reserve represents realised gains/losses in the year.

19. Statement of funds (continued)

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2023 £
Restricted funds						
Central Fund	**192,208**	**-**	**-**	**-**	**-**	**192,208**
Other Restricted Funds	**45,285**	**26,717**	**(9,740)**	**-**	**-**	**62,262**
	237,493	**26,717**	**(9,740)**	**-**	**-**	**254,470**
Total of funds	**26,500,236**	**22,779,787**	**(23,901,157)**	**-**	**(802,024)**	**24,576,842**

Restricted funds

Central Fund: This money was donated to begin the process of assessing potential for a hydrotherapy pool at Isabella Court and any remainder to be used for other items required by the Trust.

Covid Related Grants: Funding from local authorities for the purpose of measures introduced to reduce infection control risk across the service.

Other Restricted Funds: This represents money given for specific purposes.

19. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2022 £
Unrestricted funds						
Designated funds						
Supported People	370,509	116,417	(114,245)	-	-	372,681
Long Term Investment Fund	-	-	-	9,403,806	-	9,403,806
	370,509	116,417	(114,245)	9,403,806	-	9,776,487
General funds						
General Funds	22,114,903	20,729,009	(19,873,965)	(9,025,460)	-	13,944,487
Revaluation reserve	2,678,001	-	-	(378,346)	242,114	2,541,769
	24,792,904	20,729,009	(19,873,965)	(9,403,806)	242,114	16,486,256
Total Unrestricted funds	25,163,413	20,845,426	(19,988,210)	-	242,114	26,262,743

19. Statement of funds (continued)

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2022 £
Restricted funds						
Central Fund	172,208	20,520	(520)	-	-	192,208
Covid Related Grants	-	468,531	(468,531)	-	-	-
Other Restricted Funds	45,001	6,276	(5,992)	-	-	45,285
	217,209	495,327	(475,043)	-	-	237,493
Total of funds	25,380,622	21,340,753	(20,463,253)	-	242,114	26,500,236

20. Summary of funds

Summary of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2023 £
Designated funds	**9,776,487**	**118,369**	**(127,801)**	**(453,856)**	**-**	**9,313,199**
General funds	**16,486,256**	**22,634,701**	**(23,763,616)**	**453,856**	**(802,024)**	**15,009,173**
Restricted funds	**237,493**	**26,717**	**(9,740)**	**-**	**-**	**254,470**
	26,500,236	**22,779,787**	**(23,901,157)**	**-**	**(802,024)**	**24,576,842**

Summary of funds - prior year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2022 £
Designated funds	370,509	116,417	(114,245)	9,403,806	-	9,776,487
General funds	24,792,904	20,729,009	(19,873,965)	(9,403,806)	242,114	16,486,256
Restricted funds	217,209	495,327	(475,043)	-	-	237,493
	25,380,622	21,340,753	(20,463,253)	-	242,114	26,500,236

21. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	8,083,662	-	**8,083,662**
Fixed asset investments	13,094,784	-	**13,094,784**
Current assets	5,966,788	254,470	**6,221,258**
Creditors due within one year	(2,822,862)	-	**(2,822,862)**
Total	24,322,372	254,470	**24,576,842**

21. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	8,334,467	-	8,334,467
Fixed asset investments	13,831,440	-	13,831,440
Current assets	6,891,280	237,493	7,128,773
Creditors due within one year	(2,794,444)	-	(2,794,444)
Total	26,262,743	237,493	26,500,236

22. Reconciliation of net movement in funds to net cash flow from operating activities

	2023 £	2022 £
Net (expenditure)/income for the year before investment (losses)/gains (as per Statement of Financial Activities)	**(1,121,370)**	877,500
Adjustments for:		
Depreciation charges	**334,996**	332,233
Dividends and interest receivable from investments	**(347,363)**	(296,599)
(Profit)/loss on the sale of fixed assets	**(2,350)**	-
Increase/(decrease) in debtors	**21,437**	(1,506)
Increase in creditors	**28,418**	535,232
Net cash (used in)/provided by operating activities	**(1,086,232)**	1,446,860

23. Analysis of cash and cash equivalents

	2023	2022
	£	£
Cash in hand	**4,788,487**	5,674,565
Investment cash	**554,884**	438,266
Total cash and cash equivalents	**5,343,371**	6,112,831

24. Analysis of changes in net debt

	At 1 April 2022	Cash flows	At 31 March 2023
	£	£	£
Cash at bank and in hand	**5,674,565**	**(886,078)**	**4,788,487**
Investment cash	**438,266**	**116,618**	**554,884**
	6,112,831	**(769,460)**	**5,343,371**

25. Pension commitments

The Trust operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Trust in an independently administered fund. The pension cost charge represents contributions payable by the Trust to the fund and amounted to £346,399 (2022: £329,512). At the year end there was a balance of £nil (2022: £nil) outstanding.

26. Operating lease commitments

At 31 March 2023 the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2023	2022
	£	£
Not later than 1 year	**95,306**	46,285
Later than 1 year and not later than 5 years	**229,175**	167,538
Later than 5 years	**79,941**	139,781
	404,422	353,604

The following lease payments have been recognised as an expense in the Statement of financial activities:

	2023	2022
	£	£
Operating lease rentals	**351,878**	263,381

27. Related party transactions

The charitable company has not entered into any related party transaction during the current or previous year, nor are there any outstanding balances owing between related parties and the charitable company at 31 March 2023 or 31 March 2022.

28. Controlling party

The charitable company is controlled by its members. No individual member has overall control.

THE WILF WARD FAMILY TRUST

England & Wales - Charity number 1140852

Accounts

Registered number: 07568318
Charity number: 1140852

THE WILF WARD FAMILY TRUST

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

THE WILF WARD FAMILY TRUST
(A company limited by guarantee)

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2022

Trustees

Professor Dianne Willcocks CBE, Chair
Marianne Betts (appointed 10 December 2021)
Helen M Burke
Rosemary Du Rose
Andrew P Hudson (resigned 3 February 2022)
Josephine M Mennell
Laura E Rawnsley
Christopher G Sellers (resigned 25 February 2022)
Nicholas J Shaw (resigned 8 October 2021)
Malcolm B Smith (resigned 31 December 2021)
Roger J Stocker
Justine Walker (appointed 10 December 2021)

The Trustees would like to thank Andrew Hudson, Chris Sellers, Nicholas Shaw and Malcom Smith for their support and service as Trustees. The Trustees would also like to thank Catherine Sell and Leigh Tudor for their service as members of the Leadership Team.

Company registered number

07568318

Charity registered number

1140852

Registered office

Westgate House, 5 Westgate, Pickering, North Yorkshire, Y018 8BA

Company secretary

Catherine S Sell (retired 22 July 2022)
Paul McCay (appointed 22 July 2022)

Founder Trustees

Wilfred Ward OBE (17 November 1916 - 19 January 2005)
Phyllis Ward (28 February 1921 - 19 December 2009)

Independent auditor

BHP LLP, Rievaulx House, 1 St Mary's Court, Blossom Street, York, YO24 1AH

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Bankers

Barclays Bank Plc, Ryedale Group of Branches, P O Box 10, Malton, North Yorkshire, YO17 0ER

Barclays Bank provides the Trust with banking facilities and has worked closely with senior management in order to meet the Trust's requirements.

Solicitors

Hague & Dixon, 12 Smiddy Hill, Pickering, North Yorkshire, YO18 7AN

Hague & Dixon provide the Trust with legal services relating to a range of matters including purchase of properties and lease agreements.

Hempsons Solicitors, The Exchange, Station Parade, Harrogate, HG1 1TS.

Hempsons Solicitors provide the Trust with legal services primarily relating to employment law, industrial relations and health and social care matters.

Joint Investment Advisors

J M Finn & Co, 4th Floor, 33 Park Place, Leeds, LS1 2RY

Investec Wealth & Investment, The Plaza, 100 Old Hall Street, Liverpool, L3 9AB,

Brewin Dolphin, 10 Wellington Place, Leeds, LS1 4AN,

J M Finn & Co, Investec Wealth & Investment and Brewin Dolphin have worked closely with Trustees and reported on the benchmarking requirements set for investments.

IT Advisors

Highlander IT Solutions, Sysstems House, Shepcote Office House, 333 Shepcote Lane, Sheffield, S9 1TG

Architects

McNeil Beechey O'Neill, Lancaster House, James Nicolson Link, York, YO30 4GR

McNeil Beechey O'Neil Architects have continued to work with the Trust providing the organisation with a valued service in relation to new and existing property needs.

Insurance

PIB Insurance Brokers, Poppleton Grange, Low Poppleton, York, YO26 6GZ

PIB Insurance Brokers source insurance products and advise the Trust to ensure the Trust is covered for all potential liabilities.

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Corporate Health and Safety

WorkNest (formerly known as Ellis Whittam), Woodhouse, Church Lane, Aldford, Chester, CH3 6JD

WorkNest provides health and safety services, training and inspection services and acts as the Competent Person for Health and Safety requirements.

Senior Leadership Team

Paul McCay	Chief Executive
Catherine Sell	Director of Resources (retired 22 July 2022)
Leigh Tudor	Director of Operations (resigned 3 June 2022)
Laura Parker	Director of Operations (appointed 3 May 2022)

CHAIR'S AND CHIEF EXECUTIVES'S STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

Chair's Welcome

As Chair of The Wilf Ward Family Trust, I am pleased to introduce a report on a good year. We can evidence the charity's professional development across a period of extraordinary challenge and change – and we can show exceptional organisational courage and resilience of the organisation in securing the safety and wellbeing of those in our trust, both the individuals we support (individuals) and the staff who deliver service excellence. Moving through covid, phase two, into a world where covid legacies and anxieties persist, the Leadership Team and the skilled staff at the Trust have not only maintained a traditional and effective support model but they have also committed to continuing improvement, drawing on lessons learned during the pandemic. Importantly, this has achieved business sustainability notwithstanding the real costs -both professional and financial - of the pandemic.

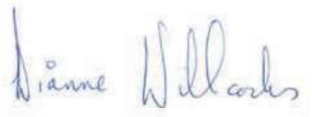
A distinctive characteristic of this geographically distributed set of services is the power of the local place to create innovative solutions to the real difficulties faced; to introduce new ways of engaging with the wider community; and to seize opportunities to bring joy into the lives of those we support. It is of note that celebrations for the Queen's Jubilee were imaginative and plentiful as we all rediscovered the excitement of face-to-face coming together – cake-baking, disco deejay-ing and bunting creation being just some of the skills on display from our individuals. Our senior teams and local managers have shown enormous strengths in bringing us through the real fears of the pandemic, but we must also acknowledge the significant contribution of 'hidden hands' with our support workers, volunteers and relatives coming together to make a real difference to the experience of people enjoying our support.

Whilst our successes do merit our deserved acknowledgement, we also recognise that the challenges of the past year and present period are many. Within our services we have struggled to secure staffing at an optimum level due to severe competition in the jobs market; the impact of pandemic on the health of staff and their families; and the continuing failure of government to respond - sufficiently and urgently - to the national crisis in social care. Pending legislation fails to address, directly, the present stresses on delivering quality care linked to local government commissioning constraints. The economic climate of itself brings undue misery to many – including our staff and the individuals we support - as they struggle to accommodate the unprecedented increased costs in their daily lives. We are working assiduously to address any resulting impact on health and wellbeing and to reward our staff appropriately.

We do retain the ambition to revitalise what we do through the vision of our Forward Plan and the associated programmes of investment in staff and services for a better future. Lessons learned the hard way during the pandemic are brought forward alongside innovative new ways of working and these will enable us to refresh and flex the plan in anticipation of best outcomes for our whole community.

Finally, this year, despite its many challenges, it has been a privilege to work closely with a talented and committed team at the Trust, and, as part of an active and generous board, to help support good governance through the collective skills, experience, and expertise of our Trustees. I am indebted to all those who have worked tirelessly to protect both the everyday experiences of the individuals we support and the wider reputation of our proud Yorkshire name, delivering services that are shaped for the future by the voices of those in our care.

CHAIR'S AND CHIEF EXECUTIVES'S STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022



Professor Dianne Willcocks CBE

CHAIR'S AND CHIEF EXECUTIVES'S STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

Chief Executive's Welcome

We continue to live in an uncertain world, where changes at national and world level have direct and indirect impact on the work of the Trust and its ability to plan. As I write this introduction, we are seeking a new Prime Minister and we have a caretaker cabinet in place. This means that we will not see any serious interventions from government on social care funding, workforce planning or integration with health services for the next year. In the interim we are likely to see new variants of Covid-19 occur with this placing pressure on the workforce across health and social care. We are prepared for this and have tried and tested approaches in place to keep both staff and the individuals we support safe. An equal threat comes from the cost-of-living crisis and the impact this has organisationally and at a personal level both for our staff and the individuals we support. We have locked in the cost of utility bills for the next year, and we hold significant reserves of both cash and items of Personal Protective Equipment. We have attempted to support our staff through this crisis by making one off payments, increasing wage rates, changing shift patterns, and implementing several health and well-being initiatives. We are aware that the cost-of-living pressures are beginning to affect the individuals we support, and we are working with MPs and sector representatives to lobby government on this and at least make them aware of some of the pressures that are being felt across our services.

It has always been difficult to recruit staff for social care services. Following two years of a global pandemic, we have a tired but determined workforce who continue to do their best for the individuals we support. Our ability to recruit and retain staff and our reliance on agency staff has risen in the past 12 months and we expect it to increase further. This means we cannot develop our services as rapidly as we would have wished, but we retain a passion to deliver outstanding services and we will continue to explore how we can recruit and retain the best staff to help achieve this goal. This will include more investment in staff health and wellbeing, more emphasis on total reward packages that include above average salaries and benefits, a greater emphasis on gratitude and how diversity improves the workplace, and a drive to become more forward thinking to show the benefits that come from working for a leading social care provider.

Even though the government is currently in a state of hiatus, there is much that the Trust can positively focus on. The newly created Integrated Care Systems provide us with an opportunity to engage in meaningful partnership with community organisations and health partners. We see a real place for individuals with learning disabilities within these new systems. There is a desire from many organisations to rise above the challenges of the past few years, and we are exploring partnerships with universities, education providers and other community groups to create new approaches to existing problems. Finally, the past few years have given us significant opportunity to think about our future and where we envisage the Trust will be in the future. We are reviewing our Forward Plan and expect to announce a revised set of strategies in early September 2022 that will provide a firm foundation for our continued success as one of Yorkshire's leading social care providers.



Paul McCay
Chief
Executive

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

The Trustees have pleasure in presenting their report and the audited financial statements of the charity for the year ended 31 March 2022. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

GOVERNANCE

The Wilf Ward Family Trust is a Company Limited by Guarantee and a Registered Charity and is governed by its Memorandum and Articles of Association, dated 16 March 2011, in line with the following objectives:

OBJECTIVES

The objectives of The Wilf Ward Family Trust are:-

a) To relieve the needs and promote, support and improve the lives, independence and life chance opportunities for children, adults and older people resident principally in the Yorkshire and Humber, North East regions or elsewhere in the United Kingdom who as a result of their ill health or disability relating to their physical, learning or mental health requirements are unable to meet their own needs or achieve their ambitions by providing them with support or care or accommodation or any combination of these.

b) To relieve the needs and promote the enablement of adults resident in that geographical area with complex disadvantages or barriers to work and/or who as a result of their ill health or disability relating to their physical, learning or mental health requirements are unable to meet their own needs or achieve their ambitions by the provision of:
   - Work, employment, occupations and activities provided by the Company or at its direction and with its support
   - Training and advice, and advocacy services

c) To provide relief to carers throughout that geographical area by the provision of appropriate residential, short breaks, community services and other identified support needs for the child, adult or older person with a disability.

d) The promotion of independence, health, wellbeing and social inclusion amongst people in the same geographical area in need of support by reason of age, ill-health, disability, financial hardship or other disadvantage by the provision of transport, delivery of goods, outings and social trips, domestic/ housekeeping tasks and any other similar services as Trustees may from time to time determine.

e) Such other charitable purposes for the benefit of the public of the same geographical area as Trustees may from time to time determine.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

DIRECTORS AND TRUSTEES

The Directors of the charitable company (the charity) are its Trustees for the purposes of the Companies Act and Charity Law and throughout this report are collectively referred to as Trustees. Trustees are initially appointed for a period of three years, and they are encouraged to put themselves forward for re-appointment for two subsequent periods of three years, on the anniversary of their third year in post. Trustees can resign from their position at any time within this period of service. During the financial period under review, two long serving Trustees (Nicholas Shaw and Malcolm Smith) resigned. This now means that no Trustee has served more than nine years in post. A further two Trustees (Chris Sellers and Andrew Hudson) resigned for personal reasons. Two new Trustees have been appointed (Marianne Betts and Dr Justine Stephenson).

There are currently eight Trustees. A further round of Trustee recruitment has just begun utilizing the networking skills of a specialist recruitment agency. It is hoped that this recruitment process will attract several applicants from more diverse backgrounds and experiences. The Trustees are also exploring how to engage in continuous recruitment for Trustee roles which will assist with succession planning and increasing the skills and experiences of the Board during these changing times. There is no maximum number of Trustees who can be appointed. All Trustees hold equal voting rights, with the Chair holding the casting vote in cases where no clear outcome has been decided. The Trust does not consider that there is any one person associated with the Trust who could be considered a person holding significant control.

Providing new and established Trustees with training during the financial period under review has proven difficult, principally due to the continued Covid-19 restrictions placed on meeting face-to-face. However, there has been a proliferation of virtual seminars on governance, safeguarding and charity law that have been widely attended by Trustees and this has helped compensate for the lack of face-to-face meetings and training.

During the financial period under review the Trustees moved to a hybrid model of meeting. Where the national lockdown rules allowed Board Meetings were held face to face. Where this was not possible, or where meetings were called at short notice, Trustees have adapted to meeting virtually. It is envisaged that this mode of hybrid meetings will continue, and the Trust has purchased a 360-degree swivel camera and speakers to enable full participation of all Trustees, regardless of whether they attend a meeting virtually or in-person.

The day-to-day management of the Trust is delegated to the Leadership Team who are listed on page 3. No Trustee received any remuneration during the year. Expenses reimbursed to Trustees are noted in note 13 to the accounts.

Appointment of Trustees and Chair

During the financial period under review the Trustees implemented two new Committee structures. Membership of the Committees is comprised of current Trustees who attend the Committee best aligned to their professional skills and expertise and by a newly created role of Independent Advisor. Senior staff attend both Committees but are not members of the Committees. The Trustees are grateful to Malcolm Smith for agreeing to continue his association with the Trust, following his resignation as a Trustee, as an Independent Advisor to the Finance and Assurance Committee. The Finance and Assurance (FAA) Committee, meets at least four times a year and focuses on all matters relevant to operational and organisational running, with an emphasis on audit and evidence that relevant regulations and contractual expectations are being met. The Governance and Remuneration (GAR) Committee, meets at least three times a year and focuses on the remuneration of the senior managers of the organisation, ensuring that this is appropriately benchmarked against

comparable organisations and ensuring that the Trust adheres to relevant charitable law. The GAR ensures that the Board annually reviews its compliance with the Charity Governance Code. During the financial period under review the GAR has implemented an appraisal process for all Trustees. This involves peer assessment (from fellow Trustees and senior staff), and a 360-degree development conversation. All Trustees are now offered an exit interview when they leave the Trust, this is designed to understand the reasons why they have left, to explore what they most enjoyed about working with the Trust and to understand the impact of any equality, diversity and inclusion matters. The information gathered from these exercises is being used to inform current and future Trustee recruitment. Additionally, the GAR undertakes an annual review of the CEO's salary and benefits. This involves undertaking a comparison of about ten social care and charitable organisations of similar size and complexity.

The Trustees meet a minimum of five times a year as a full Board to focus on strategic performance and direction of the Trust. Trustee engagement with the CEO and other staff remains consistently high outside of structured meetings, and the Chair and CEO hold regular meetings to discuss strategic and operational opportunities and risks. Face to face meetings have been subject to any covid rules in place, and in recent months Trustees have attended picnics in parks with staff and individuals we support to celebrate the Queen's Jubilee, awards nights and quizzes and general visits to services and individuals' homes. The Trustees recognize that a key aspect of their role is to meet with staff and the individuals we support to understand how the Trust delivers support and to be able to inform the strategic direction of the organisation.

Trustee duties to have regard to Section 172(1) of the Companies Act 2006

The Trustees are aware of and believe that they have mechanisms in place to ensure they have complied with their duty to have regard to the matters in section 172(1) of the Companies Act 2006. This includes ensuring that any decisions that may have a long-term influence on the success of the Trust require at a minimum a full risk assessment and business case appraisal. Trustees regularly engage with staff through the Joint Leadership Team, attendance at the Staff Consultative Group and by visiting services. They also receive feedback from the individuals we support by regular attendance at the Jigsaw group. The Jigsaw Group comprises several individuals we support from across the Trust who have been asked to engage with Trustees and operational staff to address key strategic issues. The Trustees monitor the financial performance of the Trust and are clear that we operate fair terms of business and that we endeavour to pay all creditors within 30 days of receipt of an invoice, they have, and take the opportunity to meet with professional advisors to seek feedback on the Trust and its responsiveness to regulatory and legal compliance matters.

The Trustees follow an Environmental, Social and Regulatory approach to investments and seek feedback on the impact of the Trust's operational activities in the wider community. Trustees have a code of conduct and are expected to role model The Wilf Ward Family Trust Way, which outlines the values and behavioural expectations of all staff.

The Trustees are aware of their duties to inform all regulatory bodies of any areas of concern. This duty is undertaken on their behalf by the Chief Executive. Regular submissions are made to Local Authorities and the Care Quality Commission, usually in the form of safeguarding concerns. To fulfill these duties, the Trustees remain in regular contact with senior staff. They regularly attend ad hoc and scheduled meetings on issues of development or concern. The Chair receives updates on safeguarding and health and safety matters from senior staff, and this is shared with the other Trustees through the Committee and Board meetings, or immediately if appropriate. The Trustees do consider whether any concerns should be submitted to the Charity Commission under the Reporting of Serious Incidents (RSI) process. During the year under review one submission was made to the Charity Commission under the RSI process. The Charity Commission confirmed that they were happy with the approach being taken by the Trust and sought to take no further action.

Table 1: Showing Trustee attendance at Board and Committee Meetings for the financial period under review.

Trustee	Attendance at Board Meetings	Attendance at Committee Meetings
Professor Dianne Willcocks	6 out of 6	Governance and Remuneration Committee 4 out of 4
Marianne Betts	1 out of 1	Finance and Assurance Committee 1 out of 1
Helen Burke	6 out of 6	Governance and Remuneration Committee 4 out of 4
Rosemary DuRose	5 out of 6	Finance and Assurance Committee 4 out of 4
Andrew Hudson	5 out of 5	Governance and Remuneration committee 3 out of 3
Jo Mennell	5 out of 6	Finance and Assurance Committee 4 out of 4
Laura E Rawnsley	6 out of 6	Governance and Remuneration Committee 4 out of 4
Chris Sellers	5 out of 6	Finance and Assurance Committee 1 out of 4
Nicholas J Shaw	3 out of 4	Not a Committee Member
Malcolm B Smith	5 out of 5	Finance and Assurance Committee 4 out of 4 – with 1 in attendance as an Independent
Roger Stocker	5 out of 6	Finance and Assurance Committee 3 out of 4
Dr. Justine Stephenson	0 out of 1	Governance and Remuneration Committee 1 out of 1

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

STRATEGIC REPORT

REVIEW OF ACTIVITIES AND ACHIEVEMENTS

It has been more than two years since the Covid-19 pandemic disrupted our way of life and the leadership of the Trust. The Trustees wish to begin their strategic report by extending their gratitude to all current and former staff who have worked for the Trust during this continually challenging period. All Trustees are impressed and thankful for the dedication of the staff teams who have come into work, despite significant personal challenges to ensure that their colleagues and the individuals we support (individuals) have remained safe, and in many cases thrived during this period of sustained change.

The shadow of the pandemic has continued to affect the day-to-day operations of the Trust for most of the financial period under review. As each new variant of the virus emerged it eventually led to the number of infections across our services rising. Consequently, for much of the year services have remained 'static' with activities prevented or allowed according to the impact of covid in each region. Registered Managers have been in regular contact with colleagues from Local Authority health teams, the Health Security Agency (HSA) and the Care Quality Commission (CQC) to keep individuals safe and to address the many outbreaks of covid that occurred. Thankfully, no staff member or individual we support required a long stay in hospital due to covid infection.

Much of our work earlier in the financial period under review was focused on responding to plans announced by the government to address the spread of covid. This included looking at ways to limit staff movement between services, implementing robust infection, prevention and control practices and communicating policy changes. One significant issue was the government making covid-19 vaccinations a mandatory requirement to work in care homes. The outcome of this being that unvaccinated staff would have to be found alternative employment or be dismissed from work as it was illegal for them to enter or work in a registered care service. It was our belief that it was best to persuade and educate those staff who didn't wish to be vaccinated, rather than to dismiss them from our employment. At the time of this announcement most staff working across the Trust had agreed to receive at least one dose of the Covid-19 vaccine. We entered a discussion with all care home staff that resulted in only two out of 150 care home staff, refusing to receive both doses of the vaccine by 1 November 2021 (deadline for compliance with legislative change). This resulted in us following a disciplinary and dismissal process for one colleague, and in agreeing unpaid time off for the other. The government announced in January 2022 that it would require all staff working across the health and social care sectors to be fully vaccinated against Covid-19 by April 2022. However, this requirement and the associated requirement for care home staff was dropped in February 2022. We still believe that our staff should agree to any further vaccinations regarding Covid-19 variants and will continue to persuade and educate them on the benefits of doing so.

During this period, we were inspected by both the Care Quality Commission and Local Authority commissioners to establish our protocols and risk assessments used to manage infection prevention and control. On all occasions we were commended for the professionalism of our staff and for the risk assessments and precautions we had in place to protect essential visitors, staff and the individuals we support.

As the covid related restrictions were eased we have seen a return to ordinary activities with many of the individuals we support returning to day services, employment and being able to visit family and to go on holiday. Staff have been keen to support individuals to get out of services again, and where staff were recruited during the pandemic, they have been introduced to new experiences and ways of working. We recognise that the enforced reduction in management oversight and ability to visit services in person, to observe practice and activities has left the Trust with some work to do to ensure

services are operating at their best and in line with good practice. We are addressing this by ensuring senior staff are visiting services, by implementing coaching for managers and by preparing managers for the new regulatory regimen that will be implemented by the CQC in early 2023. Our induction training focuses on teaching new staff their responsibilities to challenge and report any behaviours of concern demonstrated by colleagues, and to understand how they can report this.

The Trust had an operating surplus of £877,500 (2020/21: surplus of £1,302,964) for the period from charitable activities income of £20,308,619 (2020/21: £19,341,567). The income of the Trust for the period under review has increased significantly. A proportion of this relates to continued government grants and support related to the pandemic. Further funding was provided by the Clinical Commissioning Groups for North Yorkshire and Humberside and The Vale of York. The payments were made as part of a government initiative to support staff retention across social care. It was a clear expectation that the money was to be paid directly to staff, minus any organizational administrative fees. The payments however were different across the different regions and excluded back-office staff. The Trustees felt that this disparity in who received the funding and how much they received depending on where they worked had the potential to be perceived as unfair. Therefore, the Trustees decided to utilize reserves to top-up the funding received to ensure that all staff working for the Trust received a taxable sum of £450 each in recognition of their efforts during the pandemic. This cost the Trust the sum of £416,000. The Trustees annually approve a forecast budget for the forthcoming financial year. This budget has been used to set the salaries for the forthcoming year at a level that is affordable and that ensures the sustainability of the Trust. Trustees are aware that the cost-of-living pressures mean that they may need to review salaries and staff benefits more frequently and they have tasked the Leadership Team to explore how reserves can be utilised strategically to enable this.

Future Uncertainties

The past few years have clearly demonstrated that unforeseen events can have a significant impact on the future ambitions of the Trust. The government has announced its plans for social care with the passing into legislation of the Health and Care Act 2022 and associated legislation. There is much to be admired in the plans however there is little guidance on how this will be achieved. Both nationally and regionally there is an absence of a social care workforce plan and the current recruitment crisis across all industries is of concern. The inability to recruit and retain staff is likely to impede our ability to diversify into new regions and settings and to grow our current service provision. We are striving to address the problems associated with recruitment and retention via a medium-term strategic plan. This will involve understanding the profile of our current workforce, their development needs and why they continue to work for the Trust. We will also explore any potential barriers to working across our services and explore what solutions we can implement to alleviate this. Alongside this we will be reviewing working patterns to understand how we can adapt to changing employee expectations, including the need for more flexible arrangements and the need to provide future development opportunities. We anticipate that the staffing crisis will endure for several years to come, and this will mean considering new and different ways to deliver services.

The impact of the pandemic, recruitment issues and state of local government finances present a series of future challenges for the Trust. We are unable to fill several empty bedspaces across our registered care services. In part this is due to an inability to adequately staff the services. The level of referrals for our services remains high but we are noticing that the level of support required is increasing and this places additional burdens on staffing and skills training that is costly and difficulty to support.

The staffing crisis in primary health care is beginning to have an impact on the individuals we support. On several occasions when an individual we support has gone into hospital, the level of support provided has been lower than we would have expected for someone with profound needs. We are also seeing an impact on community transport, wheelchair services and district nursing services which are leading to slower response times and increasingly unsatisfactory levels of service. We have been working with safeguarding teams, HealthWatch and the hospital Learning Disability Liaison Nurses to identify and remedy the risks associated with this. We have also met with several local MPs to raise our concerns about the current state of social care delivery and funding, and we will maintain communication with them to ensure that this important topic remains on their list of issues to raise with government colleagues. We are also working with colleagues from several sector bodies to seek our peer support and to campaign as part of a larger group of similarly minded organisations to lobby for government action on issues such as social care funding, workforce planning, engagement with local authorities and to address inequalities and discrimination. Our key partners in this work include The Voluntary Organisation Disabilities Group (VODG), the Association for Real Change (ARC), the Independent Care Group (ICG) and Community First Yorkshire. During the coming year we will also be working closely with ARC to form a social care research group that will be exploring the impact of funding and workforce pressures on learning disability organisations and presenting the outputs of this research to government and other relevant stakeholders.

North Yorkshire County Council (NYCC) is a significant partner to the Trust. NYCC will cease to exist from April 2023, as it will become a unitary authority and absorb all the functions and duties of the district councils across NYCC's current geographical footprint. This new council will be called North Yorkshire Council (NYC) and this provides us with a further uncertainty due to personnel changes. However, we also consider this will have some longer-term benefits as there should be less bureaucracy, greater access to housing which will mean potential to deliver new services to different groups of people, and more connectivity with local groups and communities.

The creation of the Integrated Care Systems (ICGs) and Integrated Care Boards (ICBs), from July 2022 also presents some uncertainties and opportunities. The ICS will have a focus on developing services that address local health and social care needs. Each ICS is at a different stage of development, with the Humberside and North Yorkshire ICS still formulating its strategic plan. This means that it will be some time before we will understand what opportunities and potential challenges may arise, but it also means that we will have a chance to influence the changes at the beginning of the planning stages.

A clear challenge for the Trust is the impact of the cost-of-living crisis and associated inflationary pressures that are related to that. Currently, the Trust is beginning to see inflationary pressures on several services and goods. In our registered care services, we are expected to meet every need of the individuals we support from keeping the properties safe and warm, to purchasing food and providing transport and personal care products. During our fee negotiations most local authorities and health commissioners have not recognized these increasing costs. Should this continue, it will mean that we will be compelled, alongside similar providers of such care packages, to assess their affordability. Wage inflation and the associated competition for staff is another concern. The Trust has always attempted to pay its front-line staff a fair wage and have been proud to have paid wages above the Real Living Wage. However, recent fee increases mean that this will no longer remain sustainable if fee levels do not match the rate of inflation. Given the fact that the new Prime Minister will not be appointed until 6 September 2022 with a new cabinet to follow, there is limited time for the newly appointed Minister of State for Health and Social Care to identify the key issues facing social care and to lobby the Treasury to properly fund social care. As such it remains likely that our fee levels will not match the prevailing rate of inflation when they are next considered, which will lead to the Trust having to consider whether to continue with unsustainable services.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Service Provision

The Trust provided during the year:

- 68 supported living homes
- Six registered residential care homes
- One respite property (The Paceys, Swillington) providing respite support to up to 90 individuals from across Leeds
- A changing place at Vivis House, Pickering
- Disability accessible holiday accommodation for families and individuals at Bempton Holiday Villa, Filey and The Beach House, Filey.

New Services

In November 2021 the Trust was involved in a competitive tender for three supported living services in York. The Trust was appointed the successful organization for this tender. This involved transferring one four bed service that was being managed by Mencap and two services (one four bed and one five bed service that was being managed by Joseph Rowntree Housing Trust). Throughout December 2021 and January 2022, key personnel were involved in project work to ensure the successful transfer of staff, properties and the individuals being supported to the Trust. A total of 47 staff, across all three services transferred to the Trust and is now in negotiation with these colleagues to negotiate a transfer from their current employer terms and conditions onto those offered by the Trust. It is anticipated that this process will take several years due to the nature and complexity of the contracts. Feedback from individuals that we support indicates that they are pleased to be in receipt of support via the Trust and we have had many compliments about the way in which we managed the transfer of services from the other organisations. We have also been approached by several families during the financial period asking us to provide support to their relative. In all cases we have indicated a willingness and have asked that they discuss their care and support needs with the relevant Local Authority.

Disbanded Services

Following discussions with North Yorkshire County Council (NYCC) it was agreed that we would close Fell Close a 4-bedroom registered care home in Scarborough. At the time of closure there were only two individuals living at the property. One moved to another service within the Trust and the other moved to a different support provider. The property has been vacant since August 2021. Fell Close is owned by NHS Property Services and is not recognised as an asset on the Trust's Balance Sheet. Consequently, we required their permission to dispose of the property. This has been granted and we are working with NYCC and a local Registered Provider to arrange transfer of the property. The Trust purchased the former Greystones Café at Eastgate in Pickering in 2019. The property was purchased as part of a strategic plan to develop the site, creating a community hub, hydro pool and meeting rooms. Planning permission was granted to progress work on the site in December 2020. However, it has proven difficult to develop the site due to the significant increase in construction costs that have occurred following the pandemic. The Trustees has concluded that the site will not be developed in the immediate future and have agreed to put the property up for sale. The property has been advertised with a local estate agent who believes that a market for the property exists. A significant donation of £140,000 was made by a benefactor who wished to see the development of a hydro pool at the site. They have been informed of the Trust's plans to sell the site and although they have expressed some disappointment at this, they understand the business decision to sell the property and is content for the Trust to keep the donation and find an alternative site for the hydro pool, should the opportunity arise.

Learning and Development

A key focus of learning and development across the Trust during the financial year under review has related to infection prevention and control. We have yet to fully move back to face-to-face training due to the risks associated with large gatherings of staff and the fact that several training companies continue to prefer remote training. Training has also been interrupted due to covid related outbreaks across our services and because staffing resources remain lower than expected. Work is underway in the coming financial year to improve access to training and ensure all staff are given the opportunity to develop new skills and to maintain expected levels of competence. The Trust remains committed to delivering comprehensive and high-quality training for all its staff, and continues to encourage colleagues to apply for apprenticeship opportunities and specialist training.

The Trust has provided training to 30 managers in Organisational Resilience and Health and Wellbeing. A further 15 managers have decided to continue this training and take an assessed route to achieving a Level 7 Award in Health and Wellbeing. Another cohort of 14 managers undertook a Level 3 qualification in Dementia Leadership. This specialist training is designed to provide teams with a strong understanding of how to support individuals living with a dementia diagnosis. This is especially pertinent to the Trust's plans to improve health and wellbeing for the individuals we support, as dementia is a condition that can adversely affect individuals who have a learning disability. This training has been so successful that a further cohort of managers will undertake the training from January 2023.

The Trust has been working with colleagues at Luminate Education Group (a Leeds based higher education organization) to provide Mental Health First Aid training. Our ambition is for 1 in 4 of our staff to have achieved this qualification by December 2022. We are making significant progress with this target and expect to meet our target. In addition to this we are also training all managers in Mental Health Awareness (to include the Mental Health First Aid qualification). Feedback from staff who have attended this training is very positive and we are hopeful that it will provide additional support colleagues during these difficult times.

The Trust is also working with Luminate Education Group to explore how we can develop a Teaching Care Home model of training across our services. We intend to undertake a pilot of this model at Sherburn House, which is our 12-bed care home in Knaresborough. By designating Sherburn House as a Teaching Care Home we hope to develop a series of modules of care and support that will help further professionalise the staff team. The aim is to be able to offer placements to medical and occupational therapy students, to enable them to support GPs and nurses on how to respond to individuals who are living with profound and multiple learning disabilities. Staff will be able to gain qualifications in key subjects such as postural support, end of life care, dementia and health and well-being. We have planned that the first wave of training will begin before December 2022.

During the financial period under review, we have continued to introduce our Active Support programme across the Trust. Active Support is a programme designed to encourage the individuals we support to undertake tasks for themselves, where they can do so, rather than allowing support workers to do this for them. Examples of Active Support include helping to prepare meals and washing up dishes rather than staff doing this alone. It is proven to increase independent living skills and improve self- esteem. It has been more difficult to do this virtually, although most of the teams that have received training in Active Support have adapted well and have implemented the principles into their services. It also appears that most of the individuals we support who have started an Active Support plan are thriving and enjoying learning new skills and becoming more independent. Case Study 1 provides a review of the Active Support programme during 2021/22.

Case Study 1: A summary of Active Support during 2021/22

Our aim to train all staff in Active Support has continued throughout the year, despite the challenges of having to deliver some of this remotely. We now have 55 (or 80%) Supported Living services using Active Support. We also have 5 out of our 6 Registered Services using Active Support and have now trained almost 700 staff.

Over 80% of all the people we support are now using Active Support to improve their quality of life and develop their day-to-day choices, opportunities, involvements, and interactions. People are re-building the community networks and relationships that were put on hold during Covid, and we have a key objective of encouraging them to develop new relationships in the communities where they live.

We have had some inspiring success stories; from the man who lost over 2 stones in weight, reduced his medication, and chose his own clothes for the first time in 40 years; to the lady who has joined a Walking for Health group, a gardening group and a cookery class.

At the beginning of the year, we redesigned the Active Support training for colleagues who support people with profound and complex needs. We concentrated on the importance of our 'enabling relationships' and how this allows us to strive to improve each person's quality of life. Teams are being creative with finding opportunities for greater involvement and interaction in everyday activities and decisions and are developing personalised routines for people to participate successfully in meaningful activities in their wider community.

This year we have focussed on improving the quality of our reporting and recording and have created bespoke personalised daily records. These capture key aspects of each person's health and well-being and urge greater listening and greater learning to inform and improve the quality of our support. In one service, the team used it to support a man with his anxiety. They now recognise the early signs that his anxiety is heightening, and they respond quickly to prevent an escalation. The outcome is that he has not had a behavioural response caused by his anxiety in over 12 months. This has given him the confidence to join community activities and develop new interests and relationships outside of his home.
We have designed a tool to help us evaluate the cultures within our services. We are using this to identify the benefits and barriers of the habits and routines we have in each service to move towards a culture of personal development, aspiration, and quality of life.

The response to Active Support from our teams has absolutely been in line with our mission statement to 'challenge ourselves and others to provide choice and opportunity for adults with learning disabilities'.

Engagement with the individuals we support

The Jigsaw Group was founded in January 2019 to encourage dialogue with a representative group of individuals we support (individuals), on key topics that affect them and the objectives of the Trust. The Jigsaw Group has continued to meet regularly using virtual meetings throughout the pandemic. However, when the covid restrictions were eased they were keen to get back to face to face meetings. The Jigsaw Group are actively engaged in recruitment of senior staff and have recently made videos that presented a series of questions to candidates for the Director of Operations role. They have also been involved in meeting and setting questions for senior roles throughout the Trust and have asked potential Trustees questions related to why they want to join the Trust. Trustees attend the Jigsaw Group meetings to discuss key

strategic topics with them and to understand their views and how this can shape the Trust's strategic agenda. This has included seeking their views on equality, diversity and inclusion matters, and exploring what excites them about our Forward Plan.

There is a very high level of engagement with our individuals and each of our Registered Managers is expected to maintain close oversight of their services and to have a high level of engagement with relatives and other key stakeholders. At service level, individuals are involved in interviews for the staff that support them, in tenancy meetings to discuss how they manage and run their home and in deciding how they engage with their local community.

Case Study 2: How we provided a new home for Stewart

Stewart lived with his mum, but she sadly passed away in August 2021. Although he is independent, he does need help to remain safe and well. At the time of his mum's passing Stewart caught covid and the only placement that could be provided for him was in a local care home. To comply with the regulations at the time he had to stay in isolation in his room at the care home. All his family lived in different towns and were unable to support or visit him as he faced these major challenges. Stewart was well known in his hometown and several individuals we support were aware of his situation. They discussed this with the staff team that supported them and suggested that Stewart could move in with them as there was an empty bedroom at the property. Following discussions with his family, care management and Stewart it was agreed that he could move into the service once he had recovered from covid. He was able to move into the property on 13 September 2021 and hasn't looked back since. He has settled in with all the other individuals who live at the property, he is actively involved in his local community, and he is now cooking some wonderful meals for his new house mates. His brother has noted in Stewart's support plan review how **"Stewart has settled incredibly well and is so happy, I've seen changes in Stewart which are great, his personal cleanliness is amazing now. I love the support he is getting. He is a different person to who I knew for the better, the staff are amazing."** Stewart is now looking to work in a local café and we are clear that he has a great future ahead of him.

Fundraising and Legacies

The Trust remains grateful to all the individuals, staff teams and organisations that raise funds for the organisation. The Trust is registered for Gift Aid and uses the Virgin Money Giving scheme and MyCharityPage.com to encourage donations from the public. Several legacies totalling £79,346 were received during the financial period under review.

The Wilf Ward Family Trust does not engage in large scale levels of public fundraising and does not use professional fundraisers or commercial participators. The Trust nevertheless observes and complies with the relevant fundraising regulations and codes. During the year there were no complaints received in relation to the Trust's fundraising practice.

Volunteers

The Trust is grateful to all its volunteers for their support and commitment. Volunteers provide support across the organisation and their level of commitment ranges from a few hours every year to assist with fundraising events to weekly attendance at services to engage in activities such as music therapy, singing and befriending. Volunteers are usually people who have a close personal connection with the services in their local area and will normally have known one or more of our customers for many years. Our volunteers usually provide support that is targeted within a local service or cluster of services. The focus of our volunteers remains on the services that they are most closely engaged with.

Use of land and property for charitable purposes

The Trust owns a number of properties, all of which are used to assist the charity in achieving its stated objectives. The Trust does not as a general rule bank land or allow a property to remain vacant or unused. There is a small plot of land next to The Paceys in Swillington, Leeds. Due to anticipated costs and following conversations with the Local Authority there are no plans to develop property on this site at present. The Trust also owns a vacant property on Eastgate in Pickering. This property is currently being sold by a local estate agent.

Partnerships

As part of their on-going strategic planning, the Trustees recognize that the Trust will benefit from partnerships with various organisations. We recognize that the newly formed Integrated Care Systems will provide opportunities to work with partners in health and from the diverse range of community groups and charities in our locality. We also recognize that we need to source skills and resources that are not present across the Trust and see partnership working as necessary to address such gaps. The impact of the pandemic has meant that building relationships with other organisations has been harder to achieve, but the organisations that we have approached have welcomed the contact and the suggestion that our respective services work more closely together. We are already developing strong relationships with York St John University, The Luminate Education Group and several local charities.

The Trustees also recognise that they should constantly consider whether merging with another charity would provide more efficient and cost-effective services and address any skills gaps at senior and operational level. Presently the Trust does not have a preferred list of organisations that it would wish to discuss this opportunity with further, but we would expect to see this list develop in the coming financial periods as our strategic opportunities come to fruition. We also recognise that we need to continuously maintain strong local relationships with the relatives of the individuals we support,

Risk Management

The Trust has developed its own strategic risk register that focuses on the top risks known to the Trustees and Leadership Team. The Risk Register is reviewed at each Leadership Team meeting, and it is considered at each Finance & Assurance Committee. Table 1 below provides a summary of the Risk Register. A more detailed Risk Register is maintained by the Leadership Team.

The main risk facing the Trust is the need to recruit and retain a values-led workforce. At the beginning of the pandemic staff retention remained high. This was likely in part due to the lack of available opportunities elsewhere in the economy. We also saw a small increase in applications for vacancies, some of which can be attributed to staff from other sectors who had been furloughed and who wished to boost their income. During the financial period under review, we have seen many formerly furloughed staff leave employment with the Trust and we presume return to their former employers. We are finding it is increasingly difficult to recruit for more senior leadership positions, partly due to it being a very competitive employment market, and partly due to being unable to recruit leaders with the risk mix of skills necessary to take the Trust forward during these challenging times.

The level of covid related staff absences remains of concern. Despite the majority of our staff having received the appropriate number of vaccinations and constant use of Personal Protective Equipment (PPE) we continue to see large numbers of staff required to self-isolate. This places extra burden on colleagues who are at work as they are being asked to work extra shifts or they are working alongside agency staff who are less familiar with our systems of working and the needs of the individuals we support.

Table 1: Summary of the key aspects of the Risk Register

Risk Category	Summary of risk
1. Recruiting, retaining and supporting our workforce during and after the pandemic	Recruitment of staff who have the right values is proving very difficult. It appears that recruitment is cyclical with some roles becoming easier to recruit to as others begin to become harder to fill. We are finding that we are increasingly reliant on agency staff to support service provision in several regions. Potential staff now appear to be seeking more flexible roles, that pay well and where the employer places emphasis on health and well-being interventions. The cost-of-living crisis is also having an impact on staff being able to afford fuel and transport costs to get to work, and many staff are reviewing where they work as a potential remedy to reduce their work-related living costs.
2. The quality of support delivered is reduced due to financial cuts implemented by our commissioners	During the pandemic the level of financial support provided by the government and local authorities was increased. In the coming financial periods, it is anticipated that most of any available funding will be prioritized for older persons care homes and domiciliary care services. On average the Trust received increases in contractual fees that barely covered the increase in the National Living Wage. The increases did not consider the rising cost of utility bills and wider inflationary pressures. It remains to be seen whether the government will provide funding to local authorities for 2023/24 that will recognise the current inflation rates of almost 10%. If this is not the case than there is a real risk that some services will become financially unsustainable in the future.

3. Safeguarding the health and well-being of the individuals we support	As we begin to visit our services more, we are learning how the past few years of the pandemic have affected the health and well-being of the individuals we support. The on-going staffing crisis across health and social care, the impact of climate extremes and the numerous variants of covid have meant that it has been difficult at times to access appropriate support for the individuals we support. Maintaining appropriate levels of staffing is key to ensuring continuity of support and well-being.
4. Retention of existing business and development of new business	A significant number of our services provide support to four or less individuals. Many of our services are also located in more rural locations meaning that it is more costly for staff to get to them. During the past few years it has been more difficult to engage with health and local authority commissioners as they have been so focused on the impact of the pandemic. There is a need for the Trust to re-establish relationships with commissioners, but this is more difficult post pandemic as many councils still promote working from home, so meetings are more difficult to arrange.
5. Capital projects – including the development of the Community Hub	The Trustees have decided to cease the development of the Community Hub at Eastgate in Pickering, but they remain willing to consider other capital projects that will advance the strategic position of the Trust.
6. Protecting our investments	The Trustees have maintained a low to medium risk profile for our investments. This is coupled with a new investment strategy focused on capital growth rather than income and capital growth. This strategy has provided our investment managers with the ability to take longer-term, lower risk decisions on the portfolios they manage.
7. Ensuring continued regulatory and contractual compliance	The risks associated with regulatory and contractual compliance have increased during and in the aftermath of the Covid-19 pandemic. The pandemic has placed an additional level of bureaucracy and risk assessment across most of what we do. This applies across employment law, health and safety, insurance provision, contractual obligations and regulatory expectations. Some of the risks associated with the rapid and often confusing requirements placed upon the Trust during Covid-19 may remain unknown for several years until a public inquiry or legal case brings them to the fore. We have an additional burden placed on us by our insurers which means that we must review our record keeping and compliance systems for infection prevention and control.
8. Preparing for the future: ensuring appropriate succession plans are in place	The Trustees have agreed the use of reserves to support several new roles, to support the implementation of strategic plans of the Trust. Some of the roles are proving hard to recruit to but we recognise the importance of recruiting the right people. Trustees are also aware of the need to establish succession plans for Trustees and senior leaders and this work is on-going.
9. Sleep-ins	Following the Supreme Court decision of 19 March 2021 that sleep-ins did not attract the National Living Wage for payment, we were concerned how Local Authority commissioners would continue funding for sleep-in shifts. To date they appear to recognise that sleep-in shifts form a fundamental part of social care staff terms and conditions, and to challenge this during the current social care staffing crisis would appear unwise. However, this remains on our risk register as it may be something that local authorities have to address in the future.

10. Reputational damage	The on-going recruitment crisis, impact of the cost-of-living crisis and the increasing polarization of society all present risks to the reputation of the Trust. We continue to focus on ensuring services are adequately staffed, that staff are appropriately trained and that we undertake regular quality and financial checks across all our services to ensure the safety and well-being of everybody who works for and is supported by the Trust.

Factors relevant to achieving objectives

The most significant factor relevant to achieving the objectives of the Trust is to ensure that we have a well-trained workforce that can meet the needs of the individuals we support. The Trust continues to pay its staff as well as it can, but we accept that levels of pay are only one factor in attracting and retaining staff at present. We are continuing our work on promoting the health and well-being of our staff and see this as a key priority for the future. We also realise that we need to provide more development opportunities for current and future staff to enable them to develop a career within social care, or to achieve progression in related careers. We are developing a comprehensive Recruitment and Retention Strategy to address both the immediate and longer-term issues of workforce planning across our services.

We also recognise the need to re-fresh our current Forward Plan and work is underway to re-prioritise this and focus on key themes that mirror those being developed by the Integrated Care Systems. Our Forward Plan will look at how we can develop greater partnerships across the regions we work within, to explore how we can offer more opportunities for the individuals we support to gain new skills, find meaningful voluntary and paid roles and to explore new service development opportunities. We will also look at how we can make the Trust an extraordinary place to live and work by investing in management development programmes and training for all our staff.

The Trustees are aware that the organisation relies on a few key personnel to drive its strategic ambitions. Because of this they have agreed to support the recruitment of an additional Operations Director to oversee our registered care homes and to implement a growth plan. Laura Parker was appointed to this role in May 2022. Cath Sell retired from her role as Director of Resources in July 2022 and a new role, Director of Organisational Development and Resources has been created. This change in personnel has allowed the Chief Executive to review the leadership structure of the Trust. It has been agreed with the Trustees that the Director of Resources role will be changed to a Director of Organisational Development and Resources position. This change in emphasis of the role reflects the strategic needs of the Trust to develop its workforce and to focus on learning and development. In addition to this several new roles have also been created. This includes roles focused on Equality, Diversity and Inclusion, Health and Well-being, Health and Safety and Strategic Project Management. When these roles have been fully recruited to, we expect that we will be able to build competency across the Trust that will be able to meet future challenges.

Quality – Inspection and Service Reviews

The Care Quality Commission (CQC) has continued to focus its inspection regimen on providers deemed to be high risk. Consequently, the Trust has had no regulatory themed inspections during the financial period under review. We were contacted by the CQC as part of a pre-inspection call in January 2022, this related to a self-referral that we made regarding the use of Personal Protective Equipment (PPE) and staff failing to follow the suggested testing regimen for Covid-19. The CQC was satisfied with the action plan that we had put in place to rectify this matter. We continue to maintain a good relationship with the CQC and our Registered Managers ensure that they provide their key contacts at the CQC with regular updates on any issues of concern. The full reports for all the Trust's services can be accessed via the Care Quality Commission website at www.cqc.org.uk.

We have benefitted from an early inspection by the CQC at The Paceys, our respite service near Leeds. This inspection followed the new inspection regimen and has allowed us to understand how the CQC will undertake inspections in the future. We are currently reviewing our approaches to Quality Compliance and Assurance as we understand how the CQC inspection regimen is changing in early 2023. We will also begin a series of training workshops with our insurers and solicitors to ensure that we continue to meet the regulatory requirements expected of us. The Trustees are aware of the regulatory changes and opportunities and challenges this will present, and they are ready to become actively engaged with this process to ensure the Trust meets its obligations to continue to provide high quality, safe and compliant services.

Staffing/Personnel

The Trust currently employs 793 staff. This is made up of 442 full-time staff (more than 30 hours per week), 282 part-time staff (30 hours or less per week) and 69 relief staff who provide cover on an as required basis. Staff who work relief shifts are encouraged to sign a contract for full / part-time hours if they regularly work such hours across a sustained period. During the financial period under review the use of agency staff has steadily increased. There are several explanations for this increase including the difficultly in attracting new staff into social care, the continued impact of Covid-19 infection rates on staff ability to attend work, and the need to provide increased support to individuals due to day centres and other activities remaining closed. This resulted in an increase in the use of agency from a total cost of £422,009 during the 2020/21 financial year to £1,104,604 during the financial year being reported. Due to the continued difficulties in staff recruitment and retention we are already seeing demand for agency staff exceeding our forecast for the coming financial period. Work is underway to explore an agency reduction plan that will look at how the Trust can limit agency use across all services and improve the recruitment and retention rates of permanent staff.

When the pandemic first began the Trustees approved a Covid-19 payment that would pay any staff member their contractual wages should they be unable to attend work due to testing positive for covid. This absence was not classified as sickness absence but was recorded on a separate covid absence database. This system has been in place since March 2020. The cost of this payment was later met in part by funding received from government. That funding stopped in March 2022 and the Trust continued to make this payment until June 2022. Where staff are now unable to work due to testing positive for covid they must follow the staff sickness and absence policy.

Health and Safety

The Trust continues to work with Work Nest (formerly known as Ellis Whittam) in their role as the Trust's Corporate Health and Safety Advisor. During the financial period under review Work Nest have supported senior staff to undertake a General Risk Assessment across the seven Registered Care services to ensure that they conform with current regulations. In the

coming financial period, they will continue this work across our supported living services. We have seen increased interest in how we manage fire safety compliance across our services and have been inspected by officers from three different fire authorities. Generally, the inspectors have been satisfied with our systems and approaches but there have been two occasions where the inspector has served a Regulatory Reform Order. On one occasion this was served upon the landlord of the property and on another occasion, this was served on the Trust as the owner of the property. On both occasions the Trust acted swiftly to remedy the identified issues and to the satisfaction of the inspector. As a result of these interactions, we are attempting to engage in a Primary Authority agreement with North Yorkshire Fire Authority (NYFA). A Primary Authority agreement is where an organisation works closely with one fire authority to ensure compliance with national fires safety standards. We have arranged several meetings with senior staff from NYFA and are hopeful that we can enter such an arrangement in the coming financial period. Trustees have agreed an allocation of £100,000 of reserves to address fire safety issues across our properties. This is to ensure that all fire doors are up to standard, that means of escape (including creating egress from windows) and smoke detector and alarm systems are inter-linked. This work is being supported by Work Nest. In addition to this we are in the process of recruiting to a new role of a Housing Compliance Manager who will support the managers of supported living and registered care services with health and safety compliance across the Trust.

The Trust remains committed to ensuring staff and managers receive training to support them with their health and safety responsibilities. During the financial period under review a total of 14 managers received training that led to the award of the Institute of Occupational Safety and Health (IOSH) Managing Safely Award. This means that there are now over 40 staff working across the Trust who hold this award. A Health and Safety Group, comprising of all the Registered Managers, members of the Leadership Team meet every two months to discuss health and safety issues and to oversee the delivery of our annual health and safety action plan. This meeting is chaired by the Chief Executive and a Trustee (usually the Chair) is in attendance. The Health and Safety Group used to report to the Board but now reports to the Finance and Assurance Committee.

Each year the Trustees ask Work Nest to provide an assessment of health and safety compliance across the Trust. This includes undertaking a survey of all staff to understand their attitudes and views towards health and safety. The feedback from this survey indicates that most staff who responded to the survey understand their role and how they can keep themselves and others safe, they feel informed and engaged about health and safety matters and they see the Trust as a safe place to work. These results indicate that the Trust has a proactive health and safety culture and we have put in place an action plan to continuously improve our approaches to health and safety throughout the Trust.

Safeguarding Children and Adults

The Trust continues to take its safeguarding responsibilities seriously. Registered Managers remain in regular contact with Local Authority safeguarding teams and the Care Quality Commission. During the financial period under review, we have noticed that most safeguarding reports related to medication errors. This appears to be due to staff fatigue and staff holding additional responsibility for medication in services where they may be working alongside agency staff. No serious harm has been identified, with most safeguarding issues relating to either missed medication or late administration of medication. In all cases where this happens, we undertake lessons learned, re-train staff as appropriate and explore safer systems of working. All safeguarding incidents are reported to the Trustees.

Usually, this is in the form of a trends analysis that is scrutinised at the Finance and Assurance Committee. However, any serious incidents or concerns are discussed with the Chair and Trustees separately to ensure that our regulatory and reporting duties are met in a timely and responsive manner. During the extreme weather, we implemented our heat wave plans across all our services, this ensured that the individuals we support were able to remain well and healthy, at a time of extreme risk to life. During the coming financial period we will be reviewing our Business Continuity Plans to ensure we remain prepared for extreme temperature changes when they occur.

We have noticed higher levels of individual-on-individual incidents during the financial year under review. We suspect that this relates to the periods of lockdown that have occurred over the past year and possible frustrations that day services have been closed and the ability to see relatives and friends has been restricted. Where this happens, we work with relevant statutory agencies to explore ways to protect any individuals from harm. As the lockdown restrictions have eased, we have begun to actively re-engage within our local communities.

A group of 12 managers has been working with researchers from York St John University to develop different approaches to learning from safeguarding incidents. The group is using an action learning approach to develop a toolkit that can be used across the Trust. It is also expected that the learning from this group will be used by the researchers to present a research paper at a future conference. A key priority during the financial period under review has been to ensure the safety and wellbeing of the individuals we support, visitors and our staff. We can evidence that we have done this as well as possible. The Trust fully cooperates with all commissioners and regulators regarding its obligations under safeguarding. Trustees are fully aware of the recent guidance issued by the Charity Commission related to safeguarding and they receive updates on safeguarding issues across the Trust every six months, or immediately if the severity of the incident merits it. All incidents that meet the Charity Commission guidance on serious incidents are reported to the Charity Commission as soon as they have been identified. The Trust holds a confidential register of all safeguarding incidents ensuring that emerging patterns of poor practice are identified and addressed. One Trustee holds regular meetings with senior staff to discuss safeguarding incidents and areas of concern. Where appropriate the Trustees are informed of any serious issues of concern outside of the scheduled pattern of meetings.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

FINANCIAL POSITION

Income from charitable activities was £20,308,619 (2020/21: £19,341,567). Other income, including incoming resources from generated funds and other incoming resources, was £1,032,134 (2020/21: £1,035,070) giving total incoming resources for the year of £21,340,753 (2020/21: £20,376,637).

Resources expended for the year were £20,463,253 (2020/21: £19,073,673).

The net incoming resources before other recognised gains and losses was £877,500 (2020/2021: £1,302,964). After gains on investments of £242,114 (2020/21: gain of £1,693,718), the net increase in funds was £1,119,614 (2020/21: increase of £2,996,682) and the net funds as at 31 March 2022 were £26,500,236 (2020/21: £25,380,622).

RESERVES POLICY

Free reserves as at 31 March 2022 were £8,151,789 (2020/21: £16,248,657). These are the net funds available for the Trust after deducting tangible assets of £8,334,467 (2020/21: £8,544,247), restricted funds of £237,493 (2020/21: £217,209) and designated funds of £9,776,487 (2020/21: £370,509).

The Trustees regularly analyse and review the level of reserves and consider that the free reserves of the Trust are sufficient to cover all known risk, liabilities and contingencies, to absorb setbacks and allow the Trust to take advantage of change and opportunity.

The Trustees continually review how the assets of the Trust can be best utilised to ensure that the objectives of the organisation are fulfilled, and the best possible return is provided to ensure the long-term sustainability of the Trust. The Trustees have agreed that subject to a suitable business case, the reserves held by the Trust can be used to purchase new housing and properties to develop new services or to assist with the implementation and delivery of strategically relevant development projects and activities. The Trustees regularly review the level of reserves held. Reserves are held to manage short-term income volatility and to support opportunities that may arise during the year (subject to appropriate business planning).

The Trust sets a target for Free Reserves of between 3 and 6 months of budgeted expenditure. Budgeted expenditure for 2022/23 is £22,533,523, so the target for Free Reserves is between £5,633,381 and £11,266,762. Free reserves as of 31st March 2022 were £8,151,789. This being Total Funds of £26,500,236, less Restricted Funds of £237,493, fixed assets of £8,334,467 and less designated funds of £9,776,487. Designated funds include the Housing Benefit Designated Fund and the long term investment fund. This fund is made up of investment portfolios managed by JM Finn & Co and Investec Wealth & Management, the investments are invested on a long term capital growth basis to ensure service provision for future beneficiaries. The Trustees believe that this level of reserves is necessary to reflect the current challenging economic conditions where unfunded agency costs are increasing, where our ability to gain income by letting void bedspaces is hampered by an inability to find staff to provide safe levels of support and where the costs of consumables, utility bills and other inflationary pressures are difficult to predict.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

PUBLIC BENEFIT

The Trust has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing its objectives and in planning its future activities.

Public Benefit derived from the Trust's services and activities fall under the Charity Commission general heading of: "The relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage." This heading is duly reflected in the objectives of the Trust which are fully disclosed on Page 4 of this report.

The Trust's main objectives are therefore to support both carers of and individuals with disabilities or chronic ill-health conditions or support people who experience complex disadvantages or barriers to employment or access to other community activities. This is achieved through the provision of services within the community or the provision of supported living accommodation or residential care. The Trust delivers these services to a range of disabled children, young people, adults and older people. The delivery of these types of service provision is felt to reflect fully the stated objectives of the Trust.

The Trust's objectives do not restrict the working of the organisation to a particular locality or region. In the main, however, the Trust serves the Yorkshire region and parts of the North-East of England. The Trust will continue to examine opportunities from other areas of the United Kingdom as they present themselves. A key strategic aim is for the Trust to encourage the individuals we support to become more active participants in their local communities and we are looking at ways in which this can enhance their lives, but also how the Trust can use its assets to work more closely and in partnership with local community groups.

The Trust's objectives are to either complement statutory social care and health service provision or deliver such statutory services through contracted arrangement and as such they are designed to provide value for money and equal access, without restriction, within areas of operation. The Trust is mindful of prevailing social and economic conditions and has demonstrated through its continued ability to secure new contracts that it provides value for money services. Services are designed to meet not only the individual needs of service users but also the broad objectives of the government's policy to modernise social care and health services.

The Trust continues to use its financial and other resources to support the range of individuals and groups in need of help and support. Investment in both the fabric and quality of our customers' accommodation as well as provision of additional training for staff in discharging their duties demonstrates the Trust's commitment to continuous service improvements. Scheme donations are always invested in service improvements.

There is no detriment or harm arising from any of the organisation's activities or aims. The Trust ensures through the Equality and Diversity Policy that it reaches out to all individuals or their families, by virtue of the individual's disability or disadvantage, in offering services. No restrictions are in existence which limit the Trust's ability to meet the needs of our customers whose requirements, defined by their disability or disadvantage, are such, that either Local Authority Social Services, Primary Care Trusts or other statutory agencies regard them as a priority for service provision. No restrictions are placed by the Trust on personal characteristics including gender, race, religion, sexual orientation or other defining characteristics.

The Trust applies fees and charges for its services. The effect of these fees and charges does not restrict benefit only to those who can afford to pay fees. The ability of individual customers to meet the Trust's fees and charges form part of the Local Authorities' duties to assess financial contributions through standard financial assessment processes. Therefore, most of our individuals contribute towards their service cost following Local Authority financial assessment taking into account their own levels of income and entitlement to state benefits. People in poverty will receive greater financial help through the sponsoring Local Authority in accessing Trust services.

The Trust applies no private benefits to individuals or organisations (other than benefits people receive as a beneficiary) from carrying out its objectives.

INVESTMENT POWERS

The Trustees have the power to make any investments that they see fit. The Trustees approved the following investment benchmark for the financial year under review.

The Trust investments should be managed with the objectives of generating a capital return over time, which matches or exceeds the WMA APCIMS Balanced Return Total Return Index.

When the pandemic first struck this caused a widespread decline in the value of investments. As the pandemic has progressed across the world and various government, consumer and organisational responses have arisen, the investment markets have responded favourably and returned to pre-pandemic levels. The Trustees decided that during the financial year under review that they would require our investment managers to focus more on capital growth than capital growth and income return. This combined with a previous Environmental Social and Governance informed requirement to withdraw from identified 'sin stocks' such as tobacco provided our investment managers with a wider range of investments to purchase. This has been an additional factor that has helped our investments return to pre-pandemic levels.

The newly formed Finance & Assurance Committee will set targets and oversee the performance of our investment managers and ensure that our portfolios continue to provide long-term security for the Trust.

In the year to 31st March 2022 the increase in the WMA APCIMS Balanced Return Total Return Index represented a capital appreciation of 7.8%. The Trust's long term portfolio underperformed against the benchmark of 7.8% with an actual increase of 5.7%. This actual increase does not include the portfolio that is held on a low risk, short term basis. The Trustees receive quarterly valuations of the Trust's portfolios with detailed performance information measured against the agreed benchmarks. This is all in line with the Trust's investment policies which take Environmental Social and Governance concerns into account, and which have been discussed with our investment managers.

TAXATION

As a charity, the Trust is exempt from tax on income and gains falling within the available tax exemptions to the extent that these are applied to its charitable objects. No tax charges have arisen in the Charity.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

INSURANCE

An indemnity policy has been taken out by the Trust on behalf of the Trustees as agreed by the Charity Commission. The costs of insurance continue to increase. Our insurance brokers PIB Insurance Brokers have managed to find us appropriate insurance cover, but this was at an overall increase of 14.9% on the previous financial year. This level of increase in the cost of cover would ordinarily be viewed as highly unsatisfactory but most social care providers have seen their insurance costs increase by around 30%, with some even being quoted 100% more than the previous year's costs. The level of cover related to the impact of infectious diseases has also been restricted due to Covid-19. Quite simply it is almost impossible for a social care business such as the Trust to find affordable and adequate public liability insurance that covers the impact of infectious diseases.

As the level and scope of claims against businesses and charities becomes clearer over the next few years, we anticipate that the cost of adequate insurance cover will increase further. We also expect that some types of cover including senior management and Trustee indemnity and cyber-crime cover will be withdrawn from the marketplace. We remain hopeful that our history of low claims will mean that such exclusions are less likely.

EMPLOYEE INVOLVEMENT AND EMPLOYMENT OF THE DISABLED

The Trust recognises the value to the organisation of employing disabled individuals. The Trust's company policy on employing people with disabilities has been developed to ensure continued employment, training and development for all staff. The following also applies:

- We are a registered disability confident employer
- We recruit to ensure that we get the best person for the role in line with the Equality Act 2010
- Appropriate adjustments are made to the recruitment process to facilitate a fair process and barriers to recruitment are removed
- Training and development is offered to everyone with appropriate adjustments made to ensure that it is accessible for everyone. Consideration is given to the type of training offered to ensure it is engaging and encompasses different learning styles
- Equality and diversity training is completed with our staff to raise awareness and to assist in removing barriers to recruitment and retention
- Regular Staff Development Sessions take place between line managers, and employees where life at the Trust can be discussed, and any concerns raised and addressed
- Access to Occupational Health and 'Access to Work' is encouraged to assist with continued employment.

OTHER RELEVANT INFORMATION

None

TRADING SUBSIDIARY

Wilf Ward Independent Living Ltd has remained dormant and engaged in no trading activities during the year.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Greenhouse Gas & Energy

Under section 465 & 466 of the Companies Act 2006, we are now required to include details of our UK greenhouse gas emissions and energy use.

UK Greenhouse gas emissions and energy use data for the period 1 April 2021 to 31 March 2022		**1 April 2020 to 31 Mar 2021**
Energy consumption used to calculate emissions (kWh)	1,223,059	1,320,917
Energy consumption break down (kWh) (optional) • gas, • electricity, • transport fuel	 652,027 293,050 278,483	 743,738 338,473 238,7070
Scope 1 emissions in metric tonnes CO2e Gas consumption Owned transport – mini-buses	 120.08 29.95	 136.97 19.61
Total scope 1	150.02	156.57
Scope 2 emissions in metric tonnes CO2e Purchased electricity	103.03	118.99
Scope 3 emissions in metric tonnes CO2e Business travel in employee- owned vehicles	26.22	27.73
Total gross emissions in metric tonnes CO2e Intensity ratio	279.27	303.30
Tonnes CO2e per employee (793) (2021: 782)	0.35	0.39

Quantification and reporting methodology

We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG reporting Protocol – Corporate Standard and have used the 2020 UK Government's Conversion Factors for Company Reporting

Intensity measurement

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO2e per employee.

Measures taken to improve energy efficiency.

We completed Phase 2 ESOS (reports previously issued 2019/20) and have shared findings re energy efficient lightbulbs, boiler temperature settings across all locations (i.e. not just within the locations audited). Subsequently boiler temperatures have been turned down and light fittings are being replaced once old ones have passed their useful life span.

TRUSTEES' RESPONSIBILITIES STATEMENT

The Trustees (who are also Directors of The Wilf Ward Family Trust Ltd for the purposes of Company Law) are responsible for preparing the Trustees' Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law required the trustees to prepare financial statements for each financial year. Under company law, the trustees must not approve the financial statement unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources including the income and expenditure of the charitable company for that period.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

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

Disclosure of information to the auditor

In so far as the Trustees are aware:

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

This report, incorporating the Strategic Report, was approved by the Trustees, in their capacity as Company Directors and signed on their behalf on 02 September 2022 by:

Dianne Willcocks
Dianne Willcocks (Sep 3, 2022 07:53 GMT+1)

Professor Dianne Willcocks CBE
Chair of Trustees

Rosemary Du Rose
Rosemary Du Rose (Sep 5, 2022 08:26 GMT+1)

Rosemary Du Rose
Vice Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WILF WARD FAMILY TRUST

Opinion

We have audited the financial statements of The Wilf Ward Family Trust (the 'Trust') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report (incorporating the Strategic and Directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Directors' report and the Strategic report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 Strategic report and the Director's report.

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WILF WARD FAMILY TRUST (CONTINUED)

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with directors and other management, and from our commercial knowledge and experiences of the charity's sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Charities Act 2011, Companies Act 2006, taxation legislation and data protection, employment and health and safety legislation (including CQC regulations);
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence throughout;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by;

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risks of fraud through management bias and override controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 2 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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/auditors/audit-asssurance/auditors-responsibilities-for-the-audit-of-the-fi/description-of-theauditor%e2%80%99s-responsibilities-for . This description forms part of our Auditor's report.

Use of our report

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

BHP LLP

Jane Marshall (Sep 5, 2022 14:34 GMT+1)

Jane Marshall (Senior statutory auditor)
for and on behalf of
BHP LLP

Chartered Accountants
Statutory Auditors

Rievaulx House
1 St Mary's Court
Blossom Street
York
YO24 1AH

Date: 05/09/2022

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations and legacies	3	**86,842**	**26,796**	**113,638**	82,594
Charitable activities	4	**20,308,619**	**-**	**20,308,619**	19,341,567
Investments	5	**296,599**	**-**	**296,599**	271,704
Other income	6	**153,366**	**468,531**	**621,897**	680,772
Total income		**20,845,426**	**495,327**	**21,340,753**	20,376,637
Expenditure on:					
Raising funds:	7				
Investment management fees		**72,432**	**-**	**72,432**	56,659
Charitable activities	8	**19,915,778**	**475,043**	**20,390,821**	19,017,014
Total expenditure		**19,988,210**	**475,043**	**20,463,253**	19,073,673
Net income before other recognised gains/(losses)		**857,216**	**20,284**	**877,500**	1,302,964
Other recognised gains:					
Gains/(losses) on investments		**242,114**	**-**	**242,114**	1,693,718
Net movement in funds		**1,099,330**	**20,284**	**1,119,614**	2,996,682
Reconciliation of funds:					
Total funds brought forward		**25,163,413**	**217,209**	**25,380,622**	22,383,940
Net movement in funds		**1,099,330**	**20,284**	**1,119,614**	2,996,682
Total funds carried forward		**26,262,743**	**237,493**	**26,500,236**	25,380,622

The notes on pages 40 to 61 form part of these financial statements.

BALANCE SHEET
AS AT 31 MARCH 2022

	Note		2022 £		2021 £
Fixed assets					
Tangible assets	14		**8,334,467**		8,544,247
Investments	15		**13,831,440**		10,750,495
			22,165,907		19,294,742
Current assets					
Debtors	16	**1,454,208**		1,452,702	
Cash at bank and in hand		**5,674,565**		6,892,390	
		7,128,773		8,345,092	
Creditors: amounts falling due within one year	17	**(2,794,444)**		(2,259,212)	
Net current assets			**4,334,329**		6,085,880
Total net assets			**26,500,236**		25,380,622
Charity funds					
Restricted funds	18		**237,493**		217,209
Unrestricted funds					
Designated funds	18	**9,776,487**		370,509	
General funds	18	**13,944,487**		22,114,903	
Revaluation reserve	18	**2,541,769**		2,678,001	
Total unrestricted funds	18		**26,262,743**		25,163,413
Total funds			**26,500,236**		25,380,622

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2022

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Dianne Willcocks
Dianne Willcocks (Sep 3, 2022 07:53 GMT+1)

Professor Dianne Willcocks CBE
Chair of Trustees

Rosemary Du Rose
Rosemary Du Rose (Sep 5, 2022 08:26 GMT+1)

Rosemary Du Rose
Trustee

Date: 2 September 2022

The notes on pages 40 to 61 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	Note	2022 £	2021 £
Cash flows from operating activities			
Net cash provided by operating activities	21	**1,446,860**	2,080,300
Cash flows from investing activities			
Dividends, interests and rents from investments		**296,599**	271,704
Proceeds from the sale of tangible fixed assets		**-**	372,180
Purchase of tangible fixed assets		**(122,453)**	(320,984)
Proceeds from sale of investments		**1,620,295**	1,686,155
Purchase of investments		**(4,459,126)**	(1,669,647)
Net cash (used in)/provided by investing activities		**(2,664,685)**	339,408
Cash flows from financing activities			
Net cash provided by financing activities		**-**	-
Change in cash and cash equivalents in the year		**(1,217,825)**	2,419,708
Cash and cash equivalents at the beginning of the year		**6,892,390**	4,472,682
Cash and cash equivalents at the end of the year	22	**5,674,565**	6,892,390

The notes on pages 40 to 61 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1. Accounting policies

1.1 Basis of preparation of financial statements

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 issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006, the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The Wilf Ward Family Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in sterling which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

1.2 Company status

The Trust is a company limited by guarantee. The members of the company are the Trustees named on page one. In the event of the Trust being wound up, the liability in respect of the guarantee is limited to £10 per member of the Trust.

1.3 Going concern

The Trustees have prepared forecasts of income and expenditure for the period to 30 September 2023 and subjected these forecasts to sensitivity analysis which shows that they have sufficient reserves to be able to continue for the foreseeable future. They will continue to monitor the impact on income and take appropriate action as necessary.

Due to the level of free reserves held, the Trustees have concluded that the charity remains a going concern whilst such viable options are available to it. The Trustees therefore continue to adopt the going concern basis of preparation for these financial statements.

1. Accounting policies (continued)

1.4 Income

All incoming resources are included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Voluntary income is received by way of donations, legacies and grants. Donations are included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

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

Income from charitable activities includes income recognised as earned (as the related service is provided) under contract. Where income is received in advance of a specified service it is deferred until the charity is entitled to that income.

Investment income is included when receivable by the charity.

1.5 Expenditure

All resources expended are recognised once there is a legal or constructive obligation to make a payment to a third party. All resources expended are classified under activity headings that aggregate all costs related to the category.

Cost of raising funds relate to investment management fees.

Charitable activities comprise those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs comprise the central costs and overheads of providing services. They are allocated between charitable activities based on the number of contracted staff in each area.

Governance costs comprise of cost of external advice, audit, costs of trustees' meetings and other activities related solely to the governance of the Trust.

Irrecoverable VAT is written off in the period in which it arises.

All expenditure is inclusive of irrecoverable VAT.

1. Accounting policies (continued)

1.6 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of Financial Activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of Financial Activities as the related expenditure is incurred.

Grants received in relation to the government's Coronavirus Job Retention Scheme (Furlough) have been recognised within other income. The grant is accounted for on the accruals basis once the related payroll return has been submitted.

1.7 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

1.8 Gifts in Kind

In the event that a gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title of the asset having been transferred to the charity. The value of services provided by volunteers has not been included in these accounts.

1.9 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charitable company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

1. Accounting policies (continued)

1.10 Tangible fixed assets and depreciation

Individual fixed assets for existing schemes costing £1,000 or more are capitalised at cost, together with all set up costs of new schemes.

Tangible fixed assets are carried at cost or valuation, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives.

Depreciation is provided on the following bases:

Freehold property	- 2% straight line
Motor vehicles	- 25% straight line
Fixtures and fittings	- 15% straight line
Office equipment	- 25% / 50% straight line

1.11 Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date using the closing quoted market price. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

1.12 Debtors

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

1.13 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.14 Creditors and provisions

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

1.15 Financial instruments

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

1. Accounting policies (continued)

1.16 Operating leases

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

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the lease term until the date the rent is expected to be adjusted to the prevailing market rate.

1.17 Pensions

The charitable company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charitable company to the fund in respect of the year.

1.18 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.19 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charitable company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

2. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The charitable company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgement:

Depreciation

The depreciation policy has been set accordingly to the experience of the useful lives of a typical asset in each category. The depreciation charged during the year was £332,233 (2021: £280,100) which the Trustees feel is a fair reflection of the benefits derived from the consumption of the tangible fixed assets in use during the period.

Bad debt provision

Outstanding trade debtor balances are reviewed on a line by line basis to identify possible amounts where a provision is required. Management closely manage the collection of trade debtors and therefore are able to identify balances where there is uncertainty about its recoverability, and determine what provision is required (if any).

3. Income from donations and legacies

	Unrestricted funds 2022 £	**Restricted funds 2022 £**	**Total funds 2022 £**	Total funds 2021 £
Donations	7,496	26,796	**34,292**	82,511
Legacies	79,346	-	**79,346**	83
	86,842	26,796	**113,638**	82,594
Total 2021	5,149	77,445	82,594	

4. Income from charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Registered care homes	4,434,827	**4,434,827**	4,586,662
Domiciliary care homes	15,790,159	**15,790,159**	14,701,761
Community services	83,633	**83,633**	53,144
Total 2022	20,308,619	**20,308,619**	19,341,567
Total 2021	19,341,567	19,341,567	

5. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Dividends and interest from investments	296,599	**296,599**	271,704
Total 2021	271,704	271,704	

6. Other income

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Profit on disposal of property	-	-	**-**	153,534
Other income	107,152	-	**107,152**	8,428
Government grants - Coronavirus Job Retention Scheme	46,214	-	**46,214**	227,197
Other grants received for PPE and Coronavirus testing	-	468,531	**468,531**	291,613
	153,366	468,531	**621,897**	680,772
Total 2021	680,772	-	680,772	

7. Investment management costs

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Investment management fees	72,432	**72,432**	56,659
Total 2021	56,659	56,659	

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Registered care homes	4,736,678	3,981	**4,740,659**	4,697,292
Domiciliary care homes	15,011,621	470,541	**15,482,162**	14,132,072
Other services	141,439	521	**141,960**	138,161
Governance costs	26,040	-	**26,040**	49,489
	19,915,778	475,043	**20,390,821**	19,017,014
Total 2021	18,996,684	20,330	19,017,014	

9. Analysis of expenditure by activities

	Staff costs 2022 £	Service costs 2022 £	Support costs 2022 £	Total funds 2022 £	Total funds 2021 £
Registered care homes	3,679,434	744,498	316,727	**4,740,659**	4,697,292
Domiciliary care homes	12,665,967	1,302,946	1,513,249	**15,482,162**	14,132,072
Other services	17,606	74,080	50,274	**141,960**	138,161
Governance costs (note 10)	-	26,040	-	**26,040**	49,489
	16,363,007	2,147,564	1,880,250	**20,390,821**	19,017,014
Total 2021	15,034,264	2,038,962	1,943,788	19,017,014	

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2022 £	Total funds 2021 £
Staff costs	**1,406,535**	1,486,674
Office property costs	**193,687**	239,232
Office costs	**125,321**	113,796
Advertising, recruitment and training	**10,148**	7,152
Depreciation	**144,559**	95,800
Bad debt write off	**-**	1,134
	1,880,250	1,943,788

Staff costs within support costs contain employment costs relating to Finance, HR and Administration, IT and the Leadership Team.

10. Governance costs

	Unrestricted funds 2022 £	**Total funds 2022 £**	Total funds 2021 £
Audit and accountancy fees	18,213	**18,213**	17,736
Trustees' meetings and governance	1,347	**1,347**	29,593
Development	6,480	**6,480**	2,160
	26,040	**26,040**	49,489
Total 2021	49,489	49,489	

11. Auditor's remuneration

	2022	2021
	£	£
Fees payable to the charitable company's auditor and its associates for the audit of the charitable company's annual accounts	**18,213**	17,736

12. Staff costs

	2022	2021
	£	£
Wages and salaries	**15,208,556**	14,738,160
Social security costs	**1,126,950**	1,053,060
Contribution to defined contribution pension schemes	**329,512**	307,709
	16,665,018	16,098,929

Total staff costs, including agency staff, amounted to £17,769,542 (2021: £16,520,938).

Redundancy or termination payments which are included as an expense within wages and salaries above amounted to £5,387 (2021: £nil).

The average number of persons employed by the charitable company during the year was as follows:

	2022	2021
	No.	No.
Central Administration	**45**	50
Residential	**126**	150
Supported Living	**602**	583
Short Breaks	**20**	22
	793	805

12. Staff costs (continued)

The average headcount expressed as full-time equivalents was:

	2022	2021
	No.	No.
Full time equivalent	**537**	540

It was previously identified that the full time equivalent headcount did not include full time salaried staff members contracted hours. The comparative figure for 2021 has been updated to reflect this amendment.

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2022	2021
	No.	No.
In the band £80,001 - £90,000	**2**	2
In the band £120,001 - £130,000	**1**	1

The total amount of employee benefits (including employer's national insurance and pension contributions) received by key management personnel was £370,269 (2021: £355,718). The charity considers its key management personnel to comprise of the Chief Executive Officer, Director of Resources and the Director of Operations.

13. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021 - £nil).

During the year ended 31 March 2022, 4 Trustees incurred expenses totalling £419 in relation to training courses, the reimbursements of travel expenses and other minor expenditure (2021 - £nil).

14. Tangible fixed assets

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Office equipment £	Total £
Cost or valuation					
At 1 April 2021	**9,979,306**	**338,034**	**388,378**	**886,382**	**11,592,100**
Additions	**900**	**64,791**	**13,401**	**43,361**	**122,453**
Disposals	**-**	**(95,579)**	**-**	**(62,344)**	**(157,923)**
At 31 March 2022	**9,980,206**	**307,246**	**401,779**	**867,399**	**11,556,630**
Depreciation					
At 1 April 2021	**1,863,449**	**319,102**	**269,662**	**595,640**	**3,047,853**
Charge for the year	**165,175**	**17,119**	**40,609**	**109,330**	**332,233**
On disposals	**-**	**(95,579)**	**-**	**(62,344)**	**(157,923)**
At 31 March 2022	**2,028,624**	**240,642**	**310,271**	**642,626**	**3,222,163**
Net book value					
At 31 March 2022	**7,951,582**	**66,604**	**91,508**	**224,773**	**8,334,467**
At 31 March 2021	8,115,857	18,932	118,716	290,742	8,544,247

Non depreciable land with a cost of £1,658,997 (2021: £1,658,997) is held within freehold property.

15. Fixed asset investments

	Listed investments £	Cash held in investment portfolio £	Total £
Cost or valuation			
At 1 April 2021	**10,624,227**	**126,268**	**10,750,495**
Additions	**4,147,128**	**311,998**	**4,459,126**
Disposals	**(1,620,295)**	**-**	**(1,620,295)**
Revaluations	**242,114**	**-**	**242,114**
At 31 March 2022	**13,393,174**	**438,266**	**13,831,440**

Included in listed investments are investments held in the UK with a market value of £7,442,903 (2021: £5,779,382). The remaining listed investments are held overseas and have a market value of £5,950,271 (2021: £4,844,846).

Revaluation Reserve

	2022 £	2021 £
Listed investments	**13,393,174**	10,624,227
Historical cost of listed investments	**(8,061,566)**	(5,156,387)
Donated assets at value transferred in	**(2,789,839)**	(2,789,839)
	2,541,769	2,678,001

16. Debtors

	2022 £	2021 £
Trade debtors	**633,163**	629,908
Other debtors	**110,636**	106,979
Prepayments and accrued income	**710,409**	715,815
	1,454,208	1,452,702

17. Creditors: Amounts falling due within one year

	2022	2021
	£	£
Trade creditors	**380,116**	267,640
Other taxation and social security	**404,255**	225,840
Accruals and deferred income	**2,010,073**	1,765,732
	2,794,444	2,259,212

	2022	2021
	£	£
Deferred income at 1 April 2021	**983,317**	500,880
Resources deferred during the year	**971,934**	983,317
Amounts released from previous periods	**(983,317)**	(500,880)
	971,934	983,317

Deferred income relates to amounts received from local authorities in advance of services being provided.

18. Statement of funds

Statement of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2022 £
Unrestricted funds						
Designated funds						
Supported People	**370,509**	**116,417**	**(114,245)**	**-**	**-**	**372,681**
Long Term Investment Fund	**-**	**-**	**-**	**9,403,806**	**-**	**9,403,806**
	370,509	**116,417**	**(114,245)**	**9,403,806**	**-**	**9,776,487**
General funds						
General Funds	**22,114,903**	**20,729,009**	**(19,873,965)**	**(9,025,460)**	**-**	**13,944,487**
Revaluation reserve	**2,678,001**	**-**	**-**	**(378,346)**	**242,114**	**2,541,769**
	24,792,904	**20,729,009**	**(19,873,965)**	**(9,403,806)**	**242,114**	**16,486,256**
Total Unrestricted funds	**25,163,413**	**20,845,426**	**(19,988,210)**	**-**	**242,114**	**26,262,743**

Supported People: This is money put aside by the Trustees for the Supported Living schemes which has not been spent but will provide a reserve for future years' replacements of white goods, laundry equipment and internal decorating.

Long Term Investment Fund: This fund is made up of investment portfolios managed by JM Finn & Co and Investec Wealth & Management, the investments are invested on a long term capital growth basis to ensure service provision for future beneficiaries.

The transfer from the revaluation reserve represents realised gains/losses in the year.

18. Statement of funds (continued)

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2022 £
Restricted funds						
Central Fund	**172,208**	**20,520**	**(520)**	**-**	**-**	**192,208**
Covid Related Grants	**-**	**468,531**	**(468,531)**	**-**	**-**	**-**
Other Restricted Funds	**45,001**	**6,276**	**(5,992)**	**-**	**-**	**45,285**
	217,209	**495,327**	**(475,043)**	**-**	**-**	**237,493**
Total of funds	**25,380,622**	**21,340,753**	**(20,463,253)**	**-**	**242,114**	**26,500,236**

Restricted funds

Central Fund: This money was donated to begin the process of assessing potential for a hydrotherapy pool at Isabella Court and any remainder to be used for other items required by the Trust.

Covid Related Grants: Funding from local authorities for the purpose of measures introduced to reduce infection control risk across the service.

Other Restricted Funds: This represents money given for specific purposes.

18. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2021 £
Unrestricted funds						
Designated funds						
Supported People	355,364	72,194	(57,049)	-	-	370,509
General funds						
General Funds	21,158,528	20,226,998	(18,996,294)	(274,329)	-	22,114,903
Revaluation reserve	709,954	-	-	274,329	1,693,718	2,678,001
	21,868,482	20,226,998	(18,996,294)	-	1,693,718	24,792,904
Total Unrestricted funds	22,223,846	20,299,192	(19,053,343)	-	1,693,718	25,163,413
Restricted funds						
Central Fund	145,519	34,186	(7,497)	-	-	172,208
Covid Related Grants	14,575	43,259	(12,833)	-	-	45,001
	160,094	77,445	(20,330)	-	-	217,209
Total of funds	22,383,940	20,376,637	(19,073,673)	-	1,693,718	25,380,622

19. Summary of funds

Summary of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2022 £
Designated funds	**370,509**	**116,417**	**(114,245)**	**9,403,806**	**-**	**9,776,487**
General funds	**24,792,904**	**20,729,009**	**(19,873,965)**	**(9,403,806)**	**242,114**	**16,486,256**
Restricted funds	**217,209**	**495,327**	**(475,043)**	**-**	**-**	**237,493**
	25,380,622	**21,340,753**	**(20,463,253)**	**-**	**242,114**	**26,500,236**

Summary of funds - prior year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2021 £
Designated funds	355,364	72,194	(57,049)	-	-	370,509
General funds	21,868,482	20,226,998	(18,996,294)	-	1,693,718	24,792,904
Restricted funds	160,094	77,445	(20,330)	-	-	217,209
	22,383,940	20,376,637	(19,073,673)	-	1,693,718	25,380,622

20. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	8,334,467	-	**8,334,467**
Fixed asset investments	13,831,440	-	**13,831,440**
Current assets	6,891,280	237,493	**7,128,773**
Creditors due within one year	(2,794,444)	-	**(2,794,444)**
Total	26,262,743	237,493	**26,500,236**

20. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	8,544,247	-	8,544,247
Fixed asset investments	10,750,495	-	10,750,495
Current assets	8,127,883	217,209	8,345,092
Creditors due within one year	(2,259,212)	-	(2,259,212)
Total	25,163,413	217,209	25,380,622

21. Reconciliation of net movement in funds to net cash flow from operating activities

	2022 £	2021 £
Net income for the year (as per Statement of Financial Activities)	**877,500**	1,302,964
Adjustments for:		
Depreciation charges	**332,233**	280,100
Dividends, interests and rents from investments	**(296,599)**	(271,704)
(Profit)/loss on the sale of fixed assets	**-**	(153,534)
Increase/(decrease) in debtors	**(1,506)**	372,943
Increase in creditors	**535,232**	549,531
Net cash provided by operating activities	**1,446,860**	2,080,300

22. Analysis of cash and cash equivalents

	2022 £	2021 £
Cash in hand	**5,674,565**	6,892,390
Total cash and cash equivalents	**5,674,565**	6,892,390

23. Analysis of changes in net debt

	At 1 April 2021	Cash flows	At 31 March 2022
	£	£	£
Cash at bank and in hand	**6,892,390**	**(1,217,825)**	**5,674,565**
	6,892,390	**(1,217,825)**	**5,674,565**

24. Pension commitments

The Trust operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Trust in an independently administered fund. The pension cost charge represents contributions payable by the Trust to the fund and amounted to £329,512 (2021: £307,709). At the year end there was a balance of £nil (2021: £nil) outstanding.

25. Operating lease commitments

At 31 March 2022 the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022	2021
	£	£
Not later than 1 year	**46,285**	125,393
Later than 1 year and not later than 5 years	**167,538**	172,378
Later than 5 years	**139,781**	181,666
	353,604	479,437

The following lease payments have been recognised as an expense in the Statement of financial activities:

	2022	2021
	£	£
Operating lease rentals	**263,381**	259,846

26. Related party transactions

The charitable company has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the charitable company at 31 March 2022.

27. Controlling party

The charitable company is controlled by its members. No individual member has overall control.

THE WILF WARD FAMILY TRUST

England & Wales - Charity number 1140852

Accounts

Registered number: 07568318
Charity number: 1140852

THE WILF WARD FAMILY TRUST

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

THE WILF WARD FAMILY TRUST
(A company limited by guarantee)

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2021

Trustees

Professor Dianne Willcocks CBE, Chair
Dr James Adamson (resigned 11 December 2020)
Helen M Burke
Rosemary Du Rose (appointed 12 February 2021)
Andrew P Hudson (appointed 12 February 2021)
Josephine M Mennell (appointed 14 August 2020)
Laura E Rawnsley
Christopher G Sellers
Nicholas J Shaw
Malcolm B Smith
Roger J Stocker (appointed 14 August 2020)

The Trustees would like to thank Dr James Adamson for his contribution during his time as a Trustee.

Company registered number

07568318

Charity registered number

1140852

Registered office

Westgate House, 5 Westgate, Pickering, North Yorkshire, Y018 8BA

Company secretary

Catherine S Sell

Founder Trustees

Wilfred Ward OBE (17 November 1916 - 19 January 2005)
Phyllis Ward (28 February 1921 - 19 December 2009)

Independent auditor

BHP LLP, Rievaulx House, 1 St Mary's Court, Blossom Street, York, YO24 1AH

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Bankers

Barclays Bank Plc, Ryedale Group of Branches, P O Box 10, Malton, North Yorkshire, YO17 0ER

Barclays Bank provides the Trust with banking facilities and has worked closely with senior management in order to meet the Trust's requirements.

Solicitors

Hague & Dixon, 12 Smiddy Hill, Pickering, North Yorkshire, YO18 7AN

Hague & Dixon provide the Trust with legal services relating to a range of matters including purchase of properties and lease agreements.

Hempsons Solicitors, The Exchange, Station Parade, Harrogate, HG1 1TS.

Hempsons Solicitors provide the Trust with legal services primarily relating to employment law, industrial relations and health and social care matters.

Joint Investment Advisors

J M Finn & Co, 4th Floor, 33 Park Place, Leeds, LS1 2RY

Investec Wealth & Investment, The Plaza, 100 Old Hall Street, Liverpool, L3 9AB,

Brewin Dolphin, 10 Wellington Place, Leeds, LS1 4AN,

J M Finn & Co, Investec Wealth & Investment and Brewin Dolphin have worked closely with Trustees and reported on the benchmarking requirements set for investments.

IT Advisors

Elite Micro, The Coach House, Bowcliffe Hall, Wetherby, LS23 6LP

Elite Micro provides technical advice and support to the Trust on all aspects of IT and Communications.

Architects

McNeil Beechey O'Neill, Lancaster House, James Nicolson Link, York, YO30 4GR

McNeil Beechey O'Neil Architects have continued to work with the Trust providing the organisation with a valued service in relation to new and existing property needs.

Insurance

PIB Insurance Brokers, Poppleton Grange, Low Poppleton, York, YO26 6GZ

PIB Insurance Brokers source insurance products and advise the Trust to ensure the Trust is covered for all potential liabilities.

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Corporate Health and Safety

Ellis Whittam, Woodhouse, Church Lane, Aldford, Chester, CH3 6JD

Ellis Whittam provides health and safety services, training and inspection services and acts as the Competent Person for Health and Safety requirements.

Senior Leadership Team

Paul McCay	Chief Executive
Catherine Sell	Director of Resources
Leigh Tudor	Director of Operations

CHAIR'S AND CHIEF EXECUTIVE'S STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

Chair's Welcome

As Chair of Wilf Ward Family Trust, I am pleased to introduce a report on the charity's professional development across a period that has challenged all communities in so many ways. This 2020-21 narrative illustrates proudly the contribution that the Trust makes to enabling those we support to live extraordinary lives – in a context which for all of us has been quite exceptional, both within Wilf Ward and across the world beyond. Responding to the Covid pandemic, we have maintained an active dialogue with the individuals living in our services and with their families as essential shifts in care practice to ensure safety have disturbed everyday patterns of activity; we have endeavoured to maintain productive and positive links with commissioners and regulators to ensure continuity of service; and we have translated the plethora of diverse government interventions in ways that have enabled our staff to deliver their care with confidence and professional competence as they adjusted to ever-changing demands. The quality of leadership in the senior team and across our services has been pivotal in maintaining standards and our growing ease with zoom-enabled communications has been an important tool in sustaining and delivering against our ambitious agenda for securing extraordinary lives.

Importantly, alongside the Covid response, this year has also seen the framing of an important Forward Plan, designed to achieve a strategic step change that will take us into the next phase of development for Wilf Ward Family Trust. The Chief Executive, in partnership with trustees, has designed a plan and a process that will engage all staff, the individuals we support and their families, partner organisations in the community and our commissioners across Yorkshire. Looking to the future expectations or market demands around social care, we are building on what we presently deliver extremely well and at the same time scoping possibilities for future innovation. As the clamour of voices for revisiting the nation's policy approach to social care grows ever louder together with the related matter of appropriate financial underpinning, we recognise that creating new value-for-money delivery vehicles will be warmly received and we anticipate that new ways of working in partnership with others who share our values will be one route to achieving this desired outcome.

Finally, this year, despite its many challenges, it has been a privilege to work closely with a talented and committed team at Wilf Ward, and, as part of the board, to help support the Trust through good governance and the collective skills, experience, and expertise of our trustees – so generously given. I am indebted to all those who have worked tirelessly to protect both the everyday experiences of the individuals we support and the wider reputation of our proud Yorkshire name within the sector. We now have many exciting plans for 2021 onwards and I look forward to a year in which new forms of engagement including face-to-face are reintroduced and our services are shaped for the future by the voices of those in our care.



Professor Dianne Willcocks CBE

13 August 2021

CHAIR'S AND CHIEF EXECUTIVE'S STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

Chief Executive's Welcome

My opening paragraph in last year's Annual Report referenced the first few months of the Covid-19 Pandemic and how this was impacting the work of the Trust. Few of us could have foreseen the level of deaths and impact that the pandemic would have had, and indeed continues to have, on the entire world. Even fewer of us would have predicted that we would still be living through a pandemic some 18 months after it was first declared. I need to begin by recognising the bravery and selflessness of all staff during the past 18 months. Without exception our staff have put the safety and needs of the individuals we support ahead of their own. Colleagues have adapted to a myriad of changes in regulations, how to wear and use Personal Protective Equipment (PPE) and uncertainty and fear whenever Covid-19 impacted staff levels and caused the hospitalisation of relatives, colleagues and the individuals we support.

Only a small number of our services have reached this stage of the pandemic without several staff or individuals having needed to self-isolate due to Covid-19. In some services they experienced several waves of Covid-19 related infection. Each period of self-isolation created a multitude of unique problems, but they were addressed professionally and appropriately. Sadly, we know that one individual we support did pass away due to Covid-19. Several relatives of both staff and individuals we support passed away due to Covid-19 and our condolences and thoughts go out to all who have lost loved ones during the pandemic.

Like most organisations in our sector, we have become more adaptable and creative. The use of digital technology has increased as staff have used laptops and tablet computers to communicate with other colleagues, relatives and professionals. Likewise, we have seen ownership and use of tablet computers and interaction with relatives via computer screens rise during this time. Clearly, virtual meetings are no substitute for meeting in real life, but they have helped relatives maintain contact with their loved ones.

The easing of the Covid-19 restrictions has facilitated the return of face-to-face visits, both within and outside of our services and the joy that this has brought to staff, relatives and the individuals we support has been huge. We are now entering the next phase of the pandemic, and that is learning to live with it. We have taken much learning from the past 18 months, and we believe that this will help us become a better prepared and more resilient organisation. Much of the focus of our work in the coming financial year will be to consolidate our learning and to use this to address some concerns related to the next phase of the pandemic. During the pandemic we have worked on developing our Forward Plan to provide a strategy for the Trust to become more responsive to health and well-being issues, more commercial and entrepreneurial in spirit, develop new services that cement our reputation as an outstanding social care provider and build stronger partnerships with our existing and new stakeholders.

The coming few years will present many challenges and we shall meet them and do our utmost to overcome them. Overall our operational and financial performance this year puts us in a good position to further the legacy and ambition of the Trust as a solid Yorkshire charity.



Paul McCay
Chief Executive

13 August 2021

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

The Trustees have pleasure in presenting their report and the audited financial statements of the charity for the year ended 31 March 2021. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

GOVERNANCE

The Wilf Ward Family Trust is a Company Limited by Guarantee and a Registered Charity and is governed by its Memorandum and Articles of Association, dated 16 March 2011, in line with the following objectives:

OBJECTIVES

The objectives of The Wilf Ward Family Trust are:-

a) To relieve the needs and promote, support and improve the lives, independence and life chance opportunities for children, adults and older people resident principally in the Yorkshire and Humber, North East regions or elsewhere in the United Kingdom who as a result of their ill health or disability relating to their physical, learning or mental health requirements are unable to meet their own needs or achieve their ambitions by providing them with support or care or accommodation or any combination of these.

b) To relieve the needs and promote the enablement of adults resident in that geographical area with complex disadvantages or barriers to work and/or who as a result of their ill health or disability relating to their physical, learning or mental health requirements are unable to meet their own needs or achieve their ambitions by the provision of:

- Work, employment, occupations and activities provided by the Company or at its direction and with its support
- Training and advice, and advocacy services

c) To provide relief to carers throughout that geographical area by the provision of appropriate residential, short breaks, community services and other identified support needs for the child, adult or older person with a disability.

d) The promotion of independence, health, wellbeing and social inclusion amongst people in the same geographical area in need of support by reason of age, ill-health, disability, financial hardship or other disadvantage by the provision of transport, delivery of goods, outings and social trips, domestic/ housekeeping tasks and any other similar services as Trustees may from time to time determine.

e) Such other charitable purposes for the benefit of the public of the same geographical area as Trustees may from time to time determine.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

DIRECTORS AND TRUSTEES

The Directors of the charitable company (the charity) are its Trustees for the purposes of the Companies Act and Charity Law and throughout this report are collectively referred to as Trustees. Trustees are initially appointed for a period of three years, and they are encouraged to put themselves forward for re-appointment for two subsequent periods of three years, on the anniversary of their third year in post. Some current Trustees have served longer terms than this due to the maximum length of service rule being implemented from April 2015. Trustees can resign from their position at any time within this period of service. There are currently two Trustees who have served for longer than nine years. When the length of service rule was implemented, the Board decided to re-start all serving Trustees and allow them to serve for a further nine years. Both Trustees who have longer than nine years' service have indicated that they will be stepping down as Trustees during the 2021 -22 financial period.

There are currently ten Trustees. There is no maximum number of Trustees who can be appointed. All Trustees hold equal voting rights, with the Chair holding the casting vote in cases where no clear outcome has been decided. The Trust does not consider that there is any one person associated with the Trust who could be considered a person holding significant control.

The day-to-day management of the Trust is delegated to the Leadership Team who are listed on page 1.

Appointment of Trustees and Chair

Since the advent of the pandemic all Board Meetings have been held virtually. It is expected that when the lockdown rules are eased the Trustees will adapt to a hybrid model of face to face and virtual meetings. During the financial period under review, four new Trustees joined the Trust. Despite not having met most of their fellow Trustees in person, they have already made a significant contribution to the work of the Trust.

Ordinarily the Trustees meet a minimum of six times a year to review the financial and operational management of the Trust as well as approving strategic plans and ensuring proper governance of the Trust. During the financial year under review, the level of Trustee engagement with the CEO and other staff has been significant. The main reasons for this relate not only to providing support and guidance on Covid-19 related issues, but also in aiding the development of various work streams and strategies that will form part of the wider Forward Plan for the coming five years.

The Trustees have decided to adopt the recommendations of the Charity Governance Code and have made a commitment to review compliance with this standard annually. As part of this the Trustees will publicise their attendance at Board Meetings. Trustees also attend various planned and ad hoc meetings during the year, which are not noted in Table 1 (below), which only shows attendance at Board Meetings.

Table 1: Trustee attendance at Board Meetings for the financial year under review

Trustee	Attendance at Board Meetings
Professor Dianne Willcocks	6 / 6
Dr James Adamson	3 / 5
Helen Burke	6 / 6
Rosemary DuRose	Attended two meetings as observer
Andrew Hudson	Attended two meetings as observer
Jo Mennell	3 / 3 (also attended two meetings as observer)
Laura E Rawnsley	5 / 6
Chris Sellers	5 / 6
Nicholas J Shaw	5 / 6
Malcolm B Smith	6 / 6
Roger Stocker	3 / 3 (also attended two meetings as observer)

The Trustees have a clear ambition to develop a strong and diverse Board. A skills audit identified that the Trust would benefit from additional skills in Marketing, Property Development and lived experience of learning or physical disability. Succession planning also identified that skills in legal and finance would require strengthening following the planned departure of two long-serving Trustees. Recruitment of new Trustees has been taking place and it is anticipated that at least two potential Trustees will be invited to join the Board during this coming financial period. Further planning on attracting Trustees from diverse backgrounds is planned during the forthcoming financial year.

An active register of Trustee interests is maintained. Proving new and established Trustees with training during the financial year under review has proven difficult, principally due to Covid-19. However, there has been a proliferation of virtual seminars on governance, safeguarding and charity law that have been widely attended by Trustees and this has helped compensate for the lack of face-to-face meetings and training.

No Trustee received any remuneration during the year. Expenses reimbursed to Trustees are noted in note 13 to the accounts.

Board Effectiveness Review Group

The Board Effectiveness Review Group (BERG) commissioned and oversaw an externally facilitated review of the governance of the Trust. The main outcomes of this review included a review and revisions of the Board Handbook. This also included exploring the selection, induction and appraisal of the Chair and other Trustees. The quality of Board reports, involvement of Trustees in key decisions and compliance with the Charity Governance Code were also explored. Subsequently it was decided that two new Committees should be formed to provide more scrutiny of the work of the Trust. The Finance & Assurance Committee would be formed to oversee items previously considered by the Finance & Investment Committee. Subsequently, the Finance & Investment Committee has been dissolved. In addition to considering financial and investment reporting and new business opportunities, this Committee will also pay particular attention to the scrutiny of the operational performance of the Trust. This will include oversight of the risk register, safeguarding, financial and compliance audits and health and safety. This Committee will meet four times a year as a minimum and report directly into the Board.

The Governance & Remuneration Committee will ensure that the Trust follows good practice in Charity Law and governance. It will also oversee the award, remuneration and performance of the Chief Executive and his senior team. This Committee will meet a minimum of three times a year and report directly into Board.

The creation of the two new Committees will mean that Trustees are able to devote substantially more time to scrutiny of the Trust. This will free up more time for the Board to concentrate on strategic issues including the development and delivery of the Forward Plan.

The Trustees are aware of their duties to inform all regulatory bodies of any areas of concern. This duty is undertaken on their behalf by the Chief Executive. Regular submissions are made to Local Authorities and the Care Quality Commission, usually in the form of safeguarding concerns. The Trustees do consider whether any concerns should be submitted to the Charity Commission under the Reporting of Serious Incidents (RSI) process. During the year under review one submission was made to the Charity Commission under the RSI process. The Charity Commission confirmed that they were happy with the approach being taken by the Trust and sought to take no further action.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

STRATEGIC REPORT

REVIEW OF ACTIVITIES AND ACHIEVEMENTS

The Trustees are incredibly proud of the way the staff and individuals we support have adapted, and in some cases thrived, during the past 12 months. Despite the country being in virtual lockdown for most of the financial period under review, each staff team has given their all to ensure that every individual we support has remained safe, informed and engaged in meaningful activity.

The impact of Covid-19 cuts across everything that has taken place during the financial period under review. The Trust has continued to deliver services, and to keep individuals and staff safe throughout the pandemic. During the early stages of the pandemic the Trustees were heavily involved in supporting the Chief Executive and his senior team in providing resources and reassurance to staff, relatives and the individuals we support. In the initial stage of the pandemic some key items of Personal Protective Equipment (PPE) proved impossible to source, but by May 2020 the Trust had managed to source 40,000 face masks, quickly followed in June 2020 by a further 80,000 masks. The price of PPE inflated by as much as 10 times the cost of such items prior to the pandemic. The Trust presently holds around 120,000 face masks in reserve and has significant supplies of other essential PPE such as aprons, gloves and laundry bags.

There has not been a service across the Trust that has avoided some form of local lockdown due to Covid-19 infection concerns for both staff and the individuals we support. The Leadership Team and Trustees have been impressed by the level of commitment and personal sacrifice made by our staff to help keep services open and the individuals we support safe.

Most of our commissioners have provided some form of financial support to help during this period. We are grateful for their support. We have also gratefully received funding from the government in the form of the various Infection, Prevention and Control grants that have been released. This additional funding has meant that staff have been able to self-isolate when required and to receive full contractual pay. We have been meeting the statutory requirement to register and provide evidence of how we have spent all this additional funding.

During the various stages of lockdown, the Trustees have been impressed by the level of engagement that has taken place between Registered Managers and the relatives of the individuals we support. Many relatives have indicated their gratitude towards the Trust for helping to keep their loved ones safe. Understandably, a few relatives have become frustrated at the extended periods of lockdown that prevented them from meeting their loved ones face to face. At times, it has not been helpful that the government has announced changes to the lockdown rules via national media and not released the details of how such changes did or did not apply to social care services. However, as the regulations have progressively changed such misunderstandings have become fewer, and most relatives have expressed their admiration for the work of our staff.

The continuously changing rules on lockdown have had an impact on our ability to fill some voids in our care homes. Some relatives have been unwilling to support their loved one moving into our services for fear that they may then not see them for several weeks. There is still some trepidation being expressed by relatives of potential new individuals, but we are working with them to reassure them that their loved one will be safe and that they can remain in close contact with them. We expect that this will be something that will impact the level of voids in our care homes for at least another year.

At the beginning of the pandemic our use of agency staff reduced significantly. There were numerous reasons for this including staff teams not wanting to introduce any new people into services and the low availability of agency staff. This has had a direct (positive) impact on the employee costs of the Trust during this period. Towards the beginning of January 2021, we started to see increasing use of agency staff in some parts of the Trust. This is due in part to the numbers of staff being asked to self-isolate due to having Covid-19 symptoms or being in close contact with someone with Covid-19 symptoms. However, this is counter-balanced by the fact that it is increasingly difficult to find reliable agency staff. Most agencies we access have informed us that they are struggling to meet demand. We have started to review whether we can work with several other agency providers, which includes ensuring that they have the appropriate training, standards and vetting procedures in place. This presents a potentially serious medium-term risk for the Trust as we are struggling to maintain safe staff numbers across our services due to staff being required to self-isolate, difficulties in attracting new staff into the sector and low availability of agency staff.

The Trust made the decision to permanently close its café Mr Wilf's in January 2021. We reached this decision due to the on-going uncertainty of the pandemic and the fact that continued social distancing was likely to render the café financially unviable. Our holiday lets in Filey have started to re-open and demand remains high. Most guests who were forced to cancel their bookings due to Covid-19 restrictions have pushed their bookings forward and have even re-arranged to dates that they normally wouldn't have sought to go on holiday. We anticipate that demand will remain steady and may even lead to bookings during our traditionally quiet months between November and February.

The Trust had an operating surplus of £1,302,964 (2019/20: surplus of £894,861) for the period from charitable activities income of £19,341,567 (2019/20: £18,444,255). The income of the Trust for the period under review has increased significantly. Much of this is associated with the increase in contractual rates from some of our commissioners during the first six months of the pandemic. This will also include the monies received via the government for infection control. The Trustees recognise that achieving an operating surplus amid a global pandemic is a significant achievement, although note that it will be increasingly difficult to maintain a surplus position in coming years. The Trustees have received and approved the forecast budget for the 2021/22 financial year. The finances of the Trust will be tested in the coming years by increasingly stretched local authority budgets, cost implications related to Covid-19, higher than anticipated levels of voids in services due to fear of Covid-19 and the need to offer better (and likely un-funded) rates of pay to attract staff into social care.

Future Uncertainties

The Supreme Court delivered its long-awaited decision on whether sleep-in shifts should attract payment at the National Living Wage (NLW) on 19 March 2021. The decision was clear that sleep-in shifts should not be paid at the NLW rate. This decision immediately closed any risk associated with back pay claims from current and former staff. However, it has left much uncertainty regarding at what rate commissioners will pay sleep-in shifts in the future. Nationally, the reaction by commissioners has been mixed, with some immediately reducing the rates at which they are willing to pay sleep-ins, whereas others have maintained rates at existing levels. The government has been approached by many organisations representing social care seeking reassurances that they will instruct the Low Pay Commission to recommend a fair rate for sleep-ins going forward. It is unclear whether this instruction will be given. Currently, we have made no changes to the rates paid to staff for sleep-ins, as none of our commissioners have changed the sleep-in rates that they pay to the Trust. Should any commissioner reduce the rate paid for sleep-ins, the Trust would be obliged to enter a full consultation with all staff and reduce the current sleep-in rate.

A more pressing concern is the proposal from government to impose the requirement that all front-line social care staff should have the Covid-19 (and possibly annual Flu) vaccination. This is a concern as our preference is to use persuasion rather than compulsion to encourage staff to accept the Covid-19 vaccination. Currently, vaccination rates for staff across the Trust are above 80% of all eligible staff. If this does become legislation, it will mean that we will have to enter a full staff consultation. Any staff who refuse the vaccination will face dismissal from their post if alternative roles cannot be found for them. This will increase the risk of unfair dismissal and discrimination claims and will also mean that the Trust, and wider social care sector, could see an exodus of staff at a time when finding suitably qualified staff is increasingly difficult. A legal challenge is expected against the government. However if this fails, the requirement for social care staff to be fully vaccinated to be able to work in care homes will be implemented by October 2021.

Service Provision

The Trust provided during the year:

- 65 supported living homes
- Seven registered residential care homes
- One respite property (The Paceys, Swillington) providing respite support to up to 80 individuals from across Leeds
- A changing place at Vivis House, Pickering
- Disability accessible holiday accommodation for families and individuals at Bempton Holiday Villa, Filey and The Beach House, Filey.

New Services

A new service called Mountview was opened in September 2020. This service is situated on Weaponess Valley Road in Scarborough. Significant building renovations were undertaken to convert this bungalow into an accessible property for three individuals. Two of the individuals relocated from Devonshire Road, in Scarborough and this property was subsequently sold. The third individual is new to the Trust.

Throughout the pandemic work continued to seek planning permission for the Community Hub project based at Eastgate in Pickering. Full planning permission was granted in December 2020. Trustees decided in April 2021 to delay the construction of this project. Key reasons for this were to provide time to engage with local stakeholders and to explore any potential partnerships or fundraising opportunities with them. This has proven to be a fortuitous decision as the costs of construction have significantly increased in the past six months and building materials are in short supply. It is estimated that the construction sector will also suffer from skills shortages in the coming months meaning that building projects will become more expensive and suffer from delays due to labour and material shortages. Work is underway to enter discussion with local community group leaders to explore the uses of the site and to understand the need for services in the local area.

Disbanded Services

The service at Devonshire Road closed during the period under review, with the two residents moving to the new service, at Mountview. The property was deemed to be not suitable for long term placements and was sold on the open market.

Learning and Development

The Trust continues to provide continuous development and learning for its staff. The Covid-19 pandemic has forced the Trust to review the ways in which staff learning and development is provided. During the period under review most training has been held virtually or via e-learning platforms. Feedback from staff has been positive, with the majority preferring virtual training as it negates the need for travel and mixing with other staff, thereby reducing the risk of infection from Covid-19. Some training requires face to face involvement due to the nature of the course; this includes basic lifesaving and break away techniques. The size of groups attending this training has been reduced and courses have been shortened; this does mean that it is proving more difficult to maintain skills in this area as we are unable to have as many staff attend as we would like. As lockdown eases, we expect that this will improve, and we will be able to catch-up on refresher training. As part of our Forward Plan we are exploring the training and development needs that we need to address to attract and retain staff. We continue to encourage staff to apply for further development of their skills utilising funding accessed via the Apprenticeship Levy. We will also be exploring more specialist learning in the coming financial year to include Mental Health First-Aid, Dementia Leadership, Leadership in Health & Well-being, Equality, Diversity and Inclusionand the development of leadership skills at all levels.

During the year under review, we have continued to introduce our Active Support programme across the Trust. Active Support is a programme designed to encourage individuals to undertake tasks for themselves, where they can do so, rather than allowing support workers to do this for them. Examples of Active Support include helping to prepare meals and washing up dishes rather than staff doing this alone. It is proven to increase independent living skills and improve self-esteem. It has been more difficult to do this virtually, but most of the teams that have received training in Active Support have adapted well and have implemented the principles of Active Support into their services. It also appears that most of the individuals we support who have started an Active Support plan are thriving and enjoying learning new skills and becoming more independent.

Trustee duties to have regard to Section 172(1) of the Companies Act 2006

The Trustees are aware of and believe that they have mechanisms in place to ensure they have complied with their duty to have regard to the matters in section 172(1) of the Companies Act 2006. This includes ensuring that any decisions that may have a long-term influence on the success of the Trust require at a minimum a full risk assessment and business case appraisal. Trustees regularly engage with staff through the Joint Leadership Team, attendance at the Staff Consultative Group and by visiting services. They also receive feedback from the individuals we support by regular attendance at the Jigsaw group. The Trustees monitor the financial performance of the Trust and are clear that we operate fair terms of business and that we pay all creditors within 30 days of receipt of an invoice, they have, and take the opportunity to meet with professional advisors to seek feedback on the Trust and its responsiveness to regulatory and legal compliance matters. The Trustees follow an Environmental, Social and Regulatory approach to investments and seek feedback on the impact of the Trust's operational activities in the wider community. Trustees have a code of conduct and are expected to role model The Wilf Ward Family Trust Way, which outlines the values and behavioural expectations of all staff.

Engagement with the individuals we support

A group of individuals we support meets every 8 weeks to discuss and debate key topics that affect them. This group is called Jigsaw. During the pandemic, the meetings have been held virtually. Despite being unable to meet, the Jigsaw group have produced some useful guidance and documents. Two of the key achievements of the group have been the

development of their own guidance on infection prevention and control, and how individuals can remain safe from Covid-19. The other piece of work related to producing guidance on how individuals can remain safe when using the internet and social networking sites. Trustees regularly attend the meeting to seek feedback and to engage with the group on how best to shape service provision across the Trust. In the coming financial year members of Jigsaw will be invited to attend the Board Meeting to provide challenge and scrutiny on key issues such as inclusion and to provide feedback on the Active Support programme.

Fundraising and Legacies

The Trust remains grateful to all the individuals, staff teams and organisations that raise funds for the organisation. The Trust is registered for Gift Aid and uses the Virgin Money Giving scheme and MyCharityPage.com to encourage donations from the public. The Trust also runs a lottery (known as the 100 Club) through the Unity Lottery scheme as part of collaboration with several local charities. Fundraising during the period under review has been extremely difficult. During the coming financial period, the Trust will be seeking to develop a Fundraising Strategy that explores how the Trust can become less reliant on contractual income from local authorities and health.

Throughout the pandemic the Trust has received numerous donations from many kind individuals, schools and organisations. This has included delivery of food, sweets and drinks, various food items and face masks, gowns and eye protection. The Trust is extremely grateful to everybody who has donated and has written to individually thank each donor.

Several legacies were received during the financial period under review. Each consisted of donations of £5,000 to £10,000 in memory of individuals who died during 2020 and the early part of 2021. The families who made the donations asked that the monies were restricted for use at the services in which their loved ones had lived.

Volunteers

The Trust is grateful to all its volunteers for their support and commitment. Volunteers provide support across the organisation and their level of commitment ranges from a few hours every year to assist with fundraising events to weekly

attendance at services to engage in activities such as music therapy, singing and befriending. Volunteers are usually people who have a close personal connection with the services in their local area and will normally have known one or more of our customers for many years. Our volunteers usually provide support that is targeted within a local service or cluster of services. The focus of our volunteers remains on the services that they are most closely engaged with.

Use of land and property for charitable purposes

The Trust owns a number of properties, all of which are used to assist the charity in achieving its stated objectives. The Trust does not as a general rule bank land or allow a property to remain vacant or unused. There is a small plot of land next to The Paceys in Swillington, Leeds. Due to anticipated costs and following conversations with the Local Authority there are no plans to develop property on this site at present.

Risk Management

The Trust has developed its own Risk Register that focuses on the top ten risks known to the Trustees and Leadership Team. The Risk Register is reviewed at each Leadership Team meeting and at least twice a year, by the Trustees. The Risk Register will now be overseen by the Finance & Assurance Committee. Table 2 below provides a summary of the Risk Register. A more detailed Risk Register is maintained by the Leadership Team.

By far the biggest risk (after Covid-19) that will affect the financial performance and sustainability of the Trust is how to attract and retain values-focused, and qualified social care staff. There is increasing evidence that employee expectations and attitudes to work are changing. New employees have an expectation that they can work more flexibly, that they should be able to work from home, that they should achieve a good work life balance and they should earn a fair salary. This presents the Trust (alongside other social care providers) with a series of problems in matching the expectations of current and future employees with the demands of running 24-hour care and support services and facing declining fees. The recruitment and retention of staff is a key issue for the Trust and much effort and resource will be dedicated to demonstrating that the Trust is a good employer, that cares for and develops its staff. During the next few years, we expect that demand for staff will lead to wage inflation across the hospitality, retail and social care sectors. Employers will also need to demonstrate a commitment to staff welfare and development needs. The Trustees are clear that this challenge will require significant consideration and resource and they believe that key elements of the Forward Plan, will help address some of the forth-coming risks related to recruitment and retention.

Table 2: Summary of the key aspects of the Risk Register

Risk Category	Summary of risk
1. Recruiting, retaining and supporting our workforce during and after the pandemic	Recruitment and retention of staff remains a key issue especially at Registered Manager level. One consequence of the pandemic is that staff appear unwilling to change their employer currently. The main concern at present is the risk of workforce burnout due to Covid fatigue. This is currently evident in a lot of teams, and this could be compounded as staff are impacted events in their family e.g. redundancy, illness, schooling disruption. Health and well-being issues will be significant in the coming months.
2. The quality of support delivered is reduced due to financial cuts implemented by our commissioners	The finances of our commissioners post-covid are concerning. It is possible that commissioners will offer below inflation fee increases that do not cover National Living Wage increases, they certainly will not cover increased overhead costs, meaning services will become less sustainable. We are already seeing reductions in support packages for some individuals that mean they are left with limited one to one support. This increases risk of social isolation and safety concerns. The Infection Control Fund and other grants have enabled us to meet the excessive costs of making services safe during Covid-19, but if this is unfunded going forward, some services will become financially unsustainable if we are expected to maintain infection control at existing levels.
3. Safeguarding the health and well-being of the	Safeguarding has been complicated by the lockdown. Staff are tired and therefore prone to make more mistakes. We have limited understanding of the effect of lockdown on the Individuals we Support. There is also the risk of closed cultures due to restricted interventions and site visits by managers. In addition to this the behaviour

individuals we support	and reactions of relatives to lockdown and how we are addressing this is beginning to raise some concerns. Many of our individuals will not have seen a medical practitioner in person for over a year, so we can anticipate raised concerns about treatable physical and mental health issues that have deteriorated because of lock down. There is a real risk that mortality levels will increase in the next few years as an indirect outcome of lockdown.
4. Retention of existing business and development of new business	Covid-19 has presented several risks to our current service provision. Several people we support live alone or in small services. In some cases, they have spent the lockdown living with family and now some no longer wish to return to independent living. The impact of Covid-19 on other social care funding means that new opportunities are less likely to be supported by commissioners. Other organisations will have been forced to diversify and it is likely that they may attempt to enter our marketplace by reducing costs. The strong link held with personal budget holders has also been placed under strain as a number have moved in with family and are not in receipt of the usual level of support that they are used to.
5. Capital projects – including the development of the Community Hub	The Trustees have decided to take a pause on the development of the Community Hub to explore partnership opportunities with other stakeholders. This is viewed as sensible to facilitate the development of a fundraising strategy for this project and to also understand how construction and material cost inflation will affect the cost of capital projects over the coming few years.
6. Protecting our investments	The Trustees have maintained a low to medium risk profile for our investments. This is coupled with a new investment strategy focused on capital growth rather than income and capital growth. This strategy has provided our investment managers with the ability to take longer-term, lower risk decisions on the portfolios they manage.
7. Ensuring continued regulatory and contractual compliance	The risks associated with regulatory and contractual compliance have increased during and in the aftermath of the Covid-19 pandemic. The pandemic has placed an additional level of bureaucracy and risk assessment across most of what we do. This applies across employment law, health and safety, insurance provision, contractual obligations and regulatory expectations. Some of the risks associated with the rapid and often confusing requirements placed upon the Trust during Covid-19 may remain unknown for several years until a public inquiry or legal case brings them to the fore. We have an additional burden placed on us by our insurers which means that we must review our record keeping and compliance systems for infection prevention and control.
8. Preparing for the future: ensuring appropriate succession plans are in place	Ensuring that the Trust has succession plans in place at both Board and Leadership levels. The Covid-19 crisis has highlighted the fact that the Trust is heavily reliant on a few individuals to provide leadership and direction during challenging times.
9. Sleep-ins	The Supreme Court handed down its decision on sleep-in shifts on 19 March 2021. Sleep-in shifts do not attract the National Living Wage (NLW) and so all liability for back-pay claims has disappeared. However, the risk now is that commissioners will drastically reduce the payments they make for sleep-in shifts which will lead to staff unhappiness,

	staff leaving the sector and staff being unwilling to cover sleep-in shifts which will cause regulatory, contractual and safety concerns. In addition to this, commissioners are clearly stating that they will not provide sleep-in shifts where possible and will seek to replace sleep-in shifts with assistive technology or peripatetic support.
10. Reputational damage	There is increasing risk of direct and indirect reputational damage during these times. Notwithstanding the risks associated with Covid-19, we also have the sleep-in decision, and we have the rise in left- and right-wing attitudes being shared via social media. We may also begin to see staff, relatives and others blaming social care services for Covid infection and also claims of lack of support.

Factors relevant to achieving objectives

The future success of the Trust is dependent on how well we manage the multiple risks that will arise due to working in an increasingly regulated sector. The biggest challenge to achieving our objectives is the need for us to continue to attract and retain values led staff. In the coming year we will be devoting significant time and resources into recruitment and retention of staff. The Trustees recognise that paying staff fairly and offering development opportunities and career progression are necessary to attract staff. We have increased the use of social media channels to show how we work, and the rewards associated with working in social care.

A key priority for the Trust is to explore how we can improve staff health and wellbeing. Trustees have approved a plan strengthen our approach to staff health and wellbeing over the next few years. This includes sponsoring a programme of training one in every six staff to become Mental Health First Aiders. Resources will also be put into supporting paid staff well-being days, the provision of training courses targeting mental health, wellbeing and resilience, a renewed focus on staff actively accessing our Employee Assistance Programme and sponsoring several managers to undertake a level seven qualification in Health & Wellbeing.

Aligned with this we are exploring how we can acknowledge and celebrate the diversity of our workforce and the individuals we support. We have developed an Equality, Diversity and Inclusion plan which is overseen by the Chair and Chief Executive. This plan will start to explore how we celebrate and support the diversity of the individuals we support and we shall utilise the learning from this to encourage our staff teams to identify areas of demographic diversity that respond to shifting public attitudes and to issues they feel passionate about.

During the pandemic the Leadership Team and Trustees have devoted significant time to developing a Forward Plan that will establish the Trust as a prominent Yorkshire charity and outstanding social care provider. A key aspect of the Forward Plan is the development of the Community Hub, in Pickering. This has been paused to facilitate discussions with community groups to establish how the development of the Hub can best benefit the local community. This links with a wider strategic decision to develop stronger community ties where we operate and a recognition that we need to develop greater partnerships with other organisations such as local hospices, community groups and further education providers.

We have started to develop partnerships with staff at York St John University. Through this partnership we hope to develop a relationship that will introduce students from the university into available roles across the Trust. We also hope to create some training and awareness programmes in neurodiversity, providing feedback and bespoke management interventions.

Finally, we are hoping to develop a safeguarding partnership group with other Yorkshire based social care providers, and safeguarding experts from the university. We have also started to develop a partnership with a Yorkshire based education group comprising universities, sixth form colleges and higher education colleges. This partnership is at an early stage, but we are exploring providing community placements for students, looking for ways to better utilise our apprenticeship levy and to offer employment opportunities to their health and social care students.

Important work is underway to explore new opportunities for the Trust. While we remain fully committed to working with individuals with learning disabilities, the Trustees recognise that we need to diversify the types of services we provide. A small group of senior staff and Trustees is currently exploring how we can strengthen our partnerships with our commissioners and identifying any gaps in service provision that we believe we can fill. The needs of the individuals we support are changing. Many of the individuals currently being referred to our services have additional needs including mental health, access to education and employment and a desire to live independently. While we have many of the skills required to support such individuals, we also recognise that we may need to provide more targeted training for our staff to support the changing needs of the individuals being referred. We also recognise that we may need to enter into more formal partnerships with other specialist providers such as mental health, dementia, health care and employment skills focused organisations.

Quality – Inspection and Service Reviews

The Care Quality Commission (CQC) has the legal duty to inspect the Trust's Registered Residential Care Homes. During the financial period under review no inspections were undertaken. This was due to the Covid-19 restrictions. During this period the CQC did undertake targeted inspections that focused on keeping services safe during the pandemic and assessing whether infection prevention and control policies were being followed. All inspections undertaken by the CQC during this period deemed the Trust to be safe and fully following all requirements. These reports are unpublished.

Since April 2021 the CQC has announced a new strategic direction and a new inspection regimen. They will be focusing on-site inspections on services where they have received specific intelligence or reports of concerns, on services that have not been inspected within the expected timeframes and on services that are newly registered. A restructure of management roles in November 2019 changed the number of services that the Trust had registered with the CQC. Prior to November 2019 we held seven care home, one respite service and seven supported living / domiciliary care registrations. Twelve of these registrations were rated overall Good. The remaining three were rated overall Outstanding. Following the restructure of services, the Trust currently holds seven care home, one respite service and nine supported living / domiciliary care registrations. This resulted in six new registrations being created. The impact of the pandemic prevented inspections from being undertaken on these new registrations. The Trust also has two services where the last inspection has fallen out of the suggested timeframes. CQC have started on-site regulatory inspections from June 2021. Since that date, we have had three comprehensive inspections (one has been rated overall Good, we are awaiting the results of the remaining two). These inspections have all focused on our registrations and we expect that the three remaining new registrations will have been inspected by October 2021. The full reports for all the Trust's services can be accessed via the Care Quality Commission website at www.cqc.org.uk.

Staffing/Personnel

The Trust currently employs 813 staff. This is made up of 434 full-time staff (more than 30 hours per week), 365 part-time staff (30 hours or less per week) and 14 relief staff who provide cover on an as required basis. Staff who work relief shifts are encouraged to sign a contract for full / part-time hours if they regularly work such hours across a sustained period. During the pandemic, the use of agency staff has reduced. This is in part due to government regulations restricting the movement of staff (including agency workers) across services and partly due to staff teams working more hours to limit the numbers of non-core staff coming into services. This resulted in a reduction in the use of agency from a total cost of £719,438 during the 2019/20 financial year to £422,009 during the financial year being reported.

Staff sickness during the period under review has significantly reduced. This can be explained by several connected issues. Firstly, improved infection prevention and control and use of PPE has reduced the impact of seasonal bugs and of course Covid-19 infection. Staff have also been able to self-isolate rather than take sick leave if they have had any symptoms like Covid-19. Furthermore, some of the most clinically vulnerable staff were required to isolate for most of the pandemic and so would not have been counted in any sickness / absence figures. Finally, and perhaps most positively we believe that many staff put any concerns of feeling unwell to one side and came into work to support colleagues and to look after our individuals.

Staff working for the Trust were absent due to non-Covid related illness for a total of 48,218 hours. As shift lengths can vary all sickness absences are counted in hours rather than days. If this were to be broken down into the average seven-and-a-half-hour day this would equal 6,429 working days. This is equivalent to almost 8 days for each member of staff. This can be further broken down into 20,337 hours (2712 days) of short-term absence (illness of less than 4 weeks in total) and 27,881 hours (3717 days) of long term absence (over four weeks in total).

The Trustees recognised the commitment and bravery of staff during the pandemic and decided to award all staff a one-off bonus of £100 (tax paid) in November 2020.

Health and Safety

Ellis Whittam act as the Trust's Corporate Health and Safety Advisor. Ellis Whittam provides advice and training on all aspects of the Trust's work. During the pandemic Ellis Whittam have remained in close contact with key members of the Leadership Team and have advised on infection prevention and control and other aspects of managing the pandemic. A Health & Safety Group meets every eight weeks. This is chaired by the Chief Executive and at least one Trustee attends each meeting. Health & Safety is a key strategic theme across the Trust and an action plan has been developed to continuously improve how we involve staff and individuals in addressing any issues of concern.

Safeguarding Children and Adults

A key priority during the financial period under review has been to ensure the safety and wellbeing of the individuals we support, visitors and our staff. We can evidence that we have done this as well as possible. The Trust fully cooperates with all commissioners and regulators regarding its obligations under safeguarding. Trustees are fully aware of the recent guidance issued by the Charity Commission related to safeguarding and they receive updates on safeguarding issues across the Trust every six months, or immediately if the severity of the incident merits it. All incidents that meet the Charity Commission guidance on serious incidents are reported to the Charity Commission as soon as they

have been identified. The Trust holds a confidential register of all safeguarding incidents ensuring that emerging patterns of poor practice are identified and addressed. One Trustee holds regular meetings with senior staff to discuss safeguarding incidents and areas of concern. Where appropriate the Trustees are informed of any serious issues of concern outside of the scheduled pattern of meetings.

The Trust is working on developing a safeguarding partnership group with several other Yorkshire based social-care charities. This project will involve working with colleagues from a local university and a senior solicitor to develop action learning sets focused on safeguarding issues. The group will also share good practice and undertake audits of each other's policies and procedures to ensure that they remain robust and best in class. Finally, the group will bring together senior leaders and Trustees from each organisation on an annual basis to explore any common themes and to ensure that in each respect the Trustees are given the opportunity to access independent expert advice on safeguarding.

FINANCIAL POSITION

Income from charitable activities was £19,341,567 (2019/20: £18,444,255). Other income, including incoming resources from generated funds and other incoming resources, was £1,035,070 (2019/20: £712,624) giving total incoming resources for the year of £20,376,637 (2019/20: £19,156,879).

Resources expended for the year were £19,073,673 (2019/20: £18,262,018).

The net incoming resources before other recognised gains and losses was £1,302,964 (2019/20: £894,861). After gains on investments of £1,693,718 (2019/20: loss of £1,192,099), the net increase in funds was £2,996,682, (2019/20: decrease of £297,238) and the net funds as at 31 March 2021 were £25,380,622 (2019/20: £22,383,940).

RESERVES POLICY

Free reserves as at 31 March 2021 were £16,248,657 (2019/20: £13,146,473). These are the net funds available for the Trust after deducting tangible assets of £8,544,247 (2019/20: £8,722,009), restricted funds of £217,209 (2019/20: £160,094) and designated funds of £370,509 (2019/20: £355,364).

The Trustees regularly analyse and review the level of reserves and consider that the free reserves of the Trust are sufficient to cover all known risk, liabilities and contingencies, to absorb setbacks and allow the Trust to take advantage of change and opportunity.

The Trustees continually review how the assets of the Trust can be best utilised to ensure that the objectives of the organisation are fulfilled, and the best possible return is provided to ensure the long-term sustainability of the Trust. The Trustees have agreed that subject to a suitable business case, the reserves held by the Trust can be used to purchase new housing and properties to develop new services or to assist with the implementation and delivery of strategically relevant development projects and activities. The Trustees regularly review the level of reserves held. Reserves are held to manage short-term income volatility and to support opportunities that may arise during the year (subject to appropriate business planning). The level of reserves that is deemed necessary to meet any immediate needs of the Trust, currently stands at 90 days of expenditure. At the current levels of operating expenditure this gives a target level of £4,689,127. Currently, the Trust has a level of free reserves in excess of this target level.

PUBLIC BENEFIT

The Trust has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing its objectives and in planning its future activities.

Public Benefit derived from the Trust's services and activities fall under the Charity Commission general heading of: "The relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage." This heading is duly reflected in the objectives of the Trust which are fully disclosed on Page 4 of this report.

The Trust's main objectives are therefore to support both carers of and individuals with disabilities or chronic ill- health conditions or support people who experience complex disadvantages or barriers to employment or access to other community activities. This is achieved through the provision of services within the community or the provision of supported living accommodation or residential care. The Trust delivers these services to a range of disabled children, young people, adults and older people. The delivery of these types of service provision is felt to reflect fully the stated objectives of the Trust.

The Trust's objectives do not restrict the working of the organisation to a particular locality or region. In the main, however, the Trust serves the Yorkshire region and parts of the North-East of England. The Trust will continue to examine opportunities from other areas of the United Kingdom as they present themselves.

The Trust's objectives are to either complement statutory social care and health service provision or deliver such statutory services through contracted arrangement and as such they are designed to provide value for money and equal access, without restriction, within areas of operation. The Trust is mindful of prevailing social and economic conditions and has demonstrated through its continued ability to secure new contracts that it provides value for money services. Services are designed to meet not only the individual needs of service users but also the broad objectives of the government's policy to modernise social care and health services.

The Trust continues to use its financial and other resources to support the range of individuals and groups in need of help and support. Investment in both the fabric and quality of our customers' accommodation as well as provision of additional training for staff in discharging their duties demonstrates the Trust's commitment to continuous service improvements. Scheme donations are always invested in service improvements.

There is no detriment or harm arising from any of the organisation's activities or aims. The Trust ensures through the Equality and Diversity Policy that it reaches out to all individuals or their families, by virtue of the individual's disability or disadvantage, in offering services. No restrictions are in existence which limit the Trust's ability to meet the needs of our customers whose requirements, defined by their disability or disadvantage, are such, that either Local Authority Social Services, Primary Care Trusts or other statutory agencies regard them as a priority for service provision. No restrictions are placed by the Trust on personal characteristics including gender, race, religion, sexual orientation or other defining characteristics.

The Trust applies fees and charges for its services. The effect of these fees and charges does not restrict benefit only to those who can afford to pay fees. The ability of individual customers to meet the Trust's fees and charges form part of the

Local Authorities' duties to assess financial contributions through standard financial assessment processes. Therefore, the vast majority of our customers contribute towards their service cost following Local Authority financial assessment taking into account their own levels of income and entitlement to state benefits. By definition, people in poverty will receive greater financial help through the sponsoring Local Authority in accessing Trust services.

The Trust applies no private benefits to individuals or organisations (other than benefits people receive as a beneficiary) from carrying out its objectives.

INVESTMENT POWERS

The Trustees have the power to make any investments that they see fit. The Trustees approved the following investment benchmark for the financial year under review.

The Trust investments should be managed with the objectives of generating a capital return over time, which matches or exceeds the WMA APCIMS Balanced Return Total Return Index.

When the pandemic first struck this caused a widespread decline in the value of investments. As the pandemic has progressed across the world and various government, consumer and organisational responses have arisen, the investment markets have responded favourably and returned to pre-pandemic levels. The Trustees decided that from the financial year under review that they would require our investment managers to focus more on capital growth than capital growth and income return. This combined with a previous Environmental Social and Governance informed requirement to withdraw from identified 'sin stocks' such as tobacco provided our investment managers with a wider range of investments to purchase. This has been an additional factor that has helped our investments return to pre-pandemic levels.

The newly formed Finance & Assurance Committee will set targets and oversee the performance of our investment managers and ensure that our portfolios continue to provide long-term security for the Trust.

In the year to 31st March 2021 the increase in the WMA APCIMS Balanced Return Total Return Index represented a capital appreciation of 22.04%. The Trust's portfolio outperformed the benchmark with an actual increase of 22.1%. The Trustees receive quarterly valuations of the Trust's portfolios with detailed performance information measured against the agreed benchmarks. This is all in line with the Trust's investment policies which take Environmental Social and Governance concerns into account, and which have been discussed with our investment managers.

TAXATION

As a charity, the Trust is exempt from tax on income and gains falling within the available tax exemptions to the extent that these are applied to its charitable objects. No tax charges have arisen in the Charity.

INSURANCE

An indemnity policy has been taken out by the Trust on behalf of the Trustees as agreed by the Charity Commission.
The consequences of the pandemic have created an increasingly risk adverse insurance marketplace. Our insurance brokers PIB Insurance Brokers (formerly D E Ford), managed to find us appropriate insurance cover, but this was at an overall

increase of 12% on the previous financial year. This level of increase in the cost of cover would ordinarily be viewed as highly unsatisfactory but most social care providers have seen their insurance costs increase by around 30%, with some even being quoted 100% more than the previous year's costs. The level of cover related to the impact of infectious diseases has also been restricted due to Covid-19. Quite simply it is almost impossible for a social care business such as the Trust to find affordable and adequate public liability insurance that covers the impact of infectious diseases.

As the level and scope of claims against businesses and charities becomes clearer over the next few years, we anticipate that the cost of adequate insurance cover will increase further. We also expect that some types of cover including senior management and Trustee indemnity and cyber-crime cover will be withdrawn from the marketplace. We remain hopeful that our history of low claims will mean that such exclusions are less likely.

EMPLOYEE INVOLVEMENT AND EMPLOYMENT OF THE DISABLED

The Trust recognises the value to the organisation of employing disabled individuals. The Trust's company policy on employing people with disabilities has been developed to ensure continued employment, training and development for all staff. The following also applies:

- We are a registered disability confident employer
- We recruit to ensure that we get the best person for the role in line with the Equality Act 2010
- Appropriate adjustments are made to the recruitment process to facilitate a fair process and barriers to recruitment are removed
- Training and development is offered to everyone with appropriate adjustments made to ensure that it is accessible for everyone. Consideration is given to the type of training offered to ensure it is engaging and encompasses different learning styles
- Equality and diversity training is completed with our staff to raise awareness and to assist in removing barriers to recruitment and retention
- Regular Staff Development Sessions take place between line managers, and employees where life at the Trust can be discussed, and any concerns raised and addressed
- Access to Occupational Health and 'Access to Work' is encouraged to assist with continued employment.

OTHER RELEVANT INFORMATION

None

TRADING SUBSIDIARY

Wilf Ward Independent Living Ltd has remained dormant and engaged in no trading activities during the year.

Greenhouse Gas & Energy

Under section 465 & 466 of the Companies Act 2006, we are now required to include details of our UK greenhouse gas emissions and energy use.

UK Greenhouse gas emissions and energy use data for the period 1 April 2020 to 31 March 2021	
Energy consumption used to calculate emissions (kWh)	1,320,917
Energy consumption break down (kWh) (optional)	
• gas,	743,738
• electricity,	338,473
• transport fuel	238,707
Scope 1 emissions in metric tonnes CO2e	
Gas consumption	136.97
Owned transport – mini-buses	19.61
Total scope 1	156.57
Scope 2 emissions in metric tonnes CO2e	
Purchased electricity	118.99
Scope 3 emissions in metric tonnes CO2e	
Business travel in employee-owned vehicles	27.73
Total gross emissions in metric tonnes CO2e	303.30
Intensity ratio	
Tonnes CO2e per employee (782)	0.39

Quantification and reporting methodology

We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG reporting Protocol – Corporate Standard and have used the 2020 UK Government's Conversion Factors for Company Reporting

Intensity measurement

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO2e per employee.

Measures taken to improve energy efficiency.

We completed Phase 2 ESOS (reports previously issued 2019/20) and have shared findings re energy efficient lightbulbs, boiler temperature settings across all locations (i.e. not just within the locations audited). Subsequently boiler temperatures have been turned down and light fittings are being replaced once old ones have passed their useful life span.

TRUSTEE'S RESPONSIBILITIES STATEMENT

The Trustees (who are also Directors of The Wilf Ward Family Trust Ltd for the purposes of Company Law) are responsible for preparing the Trustees' Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law, the 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 charitable company and of the incoming resources and application of resources including the income and expenditure of the charitable company for that period.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

Disclosure of information to the auditor

In so far as the Trustees are aware:

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

This report, incorporating the Strategic Report, was approved by the Trustees, in their capacity as Company Directors and signed on their behalf on 13 August 2021 by:

Dianne Willcocks
Dianne Willcocks (Aug 13, 2021 11:57 GMT+1)

Professor Dianne Willcocks CBE
Chair of Trustees

M B Smith
M B Smith (Aug 13, 2021 12:06 GMT+1)

Malcolm B Smith
Trustee

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WILF WARD FAMILY TRUST

Opinion

We have audited the financial statements of The Wilf Ward Family Trust (the 'Trust') for the year ended 31 March 2021 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 United Kingdom, including the Financial Reporting Council'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 Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' report, other than the financial statements and our Auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report (incorporating the Strategic and Directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Directors' report and the Strategic report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 Strategic report and the Director's report.

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WILF WARD FAMILY TRUST (CONTINUED)

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with this Act.

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:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with directors and other management, and from our commercial knowledge and experiences of the charity’s sector;
- we focussed on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Charities Act 2011, Companies Act 2006, taxation legislation and data protection, employment and health and safety legislation (including CQC documentation);
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence throughout;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company’s financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by;

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risks of fraud through management bias and override controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 1 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%e2%80%99s-responsibilities-for. This description forms part of our auditor's report.

Use of our report

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

BHP LLP
Jane Marshall (Aug 13, 2021 13:22 GMT+1)

Jane Marshall (Senior statutory auditor)
for and on behalf of
BHP LLP

Chartered Accountants
Statutory Auditors

Rievaulx House
1 St Mary's Court
Blossom Street
York
YO24 1AH

Date: Aug 13, 2021

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2021

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:					
Donations and legacies	3	**5,149**	**77,445**	**82,594**	350,362
Charitable activities	4	**19,341,567**	**-**	**19,341,567**	18,444,255
Investments	5	**271,704**	**-**	**271,704**	359,983
Other income	6	**680,772**	**-**	**680,772**	2,279
Total income		**20,299,192**	**77,445**	**20,376,637**	19,156,879
Expenditure on:					
Raising funds:	7				
Investment management fees		**56,659**	**-**	**56,659**	57,259
Charitable activities	8	**18,996,684**	**20,330**	**19,017,014**	18,204,759
Total expenditure		**19,053,343**	**20,330**	**19,073,673**	18,262,018
Net income before other recognised gains/(losses)		**1,245,849**	**57,115**	**1,302,964**	894,861
Other recognised gains/(losses):					
Gains/(losses) on investments		**1,693,718**	**-**	**1,693,718**	(1,192,099)
Net movement in funds		**2,939,567**	**57,115**	**2,996,682**	(297,238)
Reconciliation of funds:					
Total funds brought forward		**22,223,846**	**160,094**	**22,383,940**	22,681,178
Net movement in funds		**2,939,567**	**57,115**	**2,996,682**	(297,238)
Total funds carried forward		**25,163,413**	**217,209**	**25,380,622**	22,383,940

The notes on pages 35 to 55 form part of these financial statements.

BALANCE SHEET
AS AT 31 MARCH 2021

	Note		2021 £		2020 £
Fixed assets					
Tangible assets	14		**8,544,247**		8,722,009
Investments	15		**10,750,495**		9,073,285
			19,294,742		17,795,294
Current assets					
Debtors	16	**1,452,702**		1,825,645	
Cash at bank and in hand		**6,892,390**		4,472,682	
		8,345,092		6,298,327	
Creditors: amounts falling due within one year	17	**(2,259,212)**		(1,709,681)	
Net current assets			**6,085,880**		4,588,646
Total assets less current liabilities			**25,380,622**		22,383,940
Total net assets			**25,380,622**		22,383,940
Charity funds					
Restricted funds	18		**217,209**		160,094
Unrestricted funds					
Designated funds	18	**370,509**		355,364	
General funds	18	**22,114,903**		21,158,528	
Revaluation reserve	15	**2,678,001**		709,954	
Total unrestricted funds	18		**25,163,413**		22,223,846
Total funds			**25,380,622**		22,383,940

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2021

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Dianne Willcocks
Dianne Willcocks (Aug 13, 2021 11:57 GMT+1)

Professor Dianne Willcocks CBE
Chair of Trustees
Date:

M B Smith
M B Smith (Aug 13, 2021 12:06 GMT+1)

Malcom B Smith
Trustee

The notes on pages 35 to 55 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash provided by operating activities	21	**2,080,300**	1,377,796
Cash flows from investing activities			
Dividends, interests and rents from investments		**271,704**	359,983
Proceeds from the sale of tangible fixed assets		**372,180**	4,125
Purchase of tangible fixed assets		**(320,984)**	(549,259)
Proceeds from sale of investments		**1,686,155**	1,231,655
Purchase of investments		**(1,669,647)**	(1,225,075)
Net cash provided by/(used in) investing activities		**339,408**	**(178,571)**
Cash flows from financing activities			
Net cash provided by financing activities		**-**	**-**
Change in cash and cash equivalents in the year		**2,419,708**	**1,199,225**
Cash and cash equivalents at the beginning of the year		**4,472,682**	3,273,457
Cash and cash equivalents at the end of the year	22	**6,892,390**	4,472,682

The notes on pages 35 to 55 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1. Accounting policies

1.1 Basis of preparation of financial statements

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 issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006, the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The Wilf Ward Family Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in sterling which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

1.2 Company status

The Trust is a company limited by guarantee. The members of the company are the Trustees named on page one. In the event of the Trust being wound up, the liability in respect of the guarantee is limited to £10 per member of the Trust.

1.3 Going concern

The Trustees have considered the impact of Covid-19 on the charity's income and operating cost base. Whilst it is not considered practical to accurately assess the duration and extent of the disruption, the Trustees are confident they have in place plans to deal with any financial losses that may arise.

The Trustees included the impact of the pandemic within their forecasts of income and expenditure for the period to 31 August 2022 and subjected these forecasts to sensitivity analysis which shows that they have sufficient reserves to be able to continue for the foreseeable future. They will continue to monitor the impact on income and take appropriate action as necessary.

The Trustees do however recognise that uncertainty exists surrounding the duration and impact of COVID-19 and hence there is inherent risk regarding the success and sustainability of these plans. However due to the level of free reserves held, the Trustees have concluded that the charity remains a going concern whilst such viable options are available to it. The Trustees therefore continue to adopt the going concern basis of preparation for these financial statements.

1. Accounting policies (continued)

1.4 Income

All incoming resources are included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Voluntary income is received by way of donations, legacies and grant. Donations are included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

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

Income from charitable activities includes income recognised as earned (as the related service is provided) under contract. Where income is received in advance of a specified service it is deferred until the charity is entitled to that income.

Investment income is included when receivable by the charity.

1.5 Expenditure

All resources expended are recognised once there is a legal or constructive obligation to make a payment to a third party. All resources expended are classified under activity headings that aggregate all costs related to the category.

Cost of raising funds relate to investment management fees.

Charitable activities comprise those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs comprise the central costs and overheads of providing services. They are allocated between charitable activities based on the number of contracted staff in each area.

Governance costs comprise of cost of external advice, audit, costs of Trustees' meetings and other activities related solely to the governance of the Trust.

Irrecoverable VAT is written off in the period in which it arises.

Expenditure on raising funds includes all expenditure incurred by the charitable company to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

1. Accounting policies (continued)

1.5 Expenditure (continued)

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charitable company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

1.6 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of Financial Activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of Financial Activities as the related expenditure is incurred.

Grants received in relation to the government Coronavirus Job Retention Scheme (Furlough) have been recognised within other income. The grant is accounted for on the accruals basis once the related payroll return has been submitted.

1.7 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

1.8 Gifts in Kind

In the event that a gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title of the asset having been transferred to the charity. The value of services provided by volunteers has not been included in these accounts.

1.9 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charitable company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

1. Accounting policies (continued)

1.10 Tangible fixed assets and depreciation

Individual fixed assets for existing schemes costing £1,000 or more are capitalised at cost, together with all set up costs of new schemes.

Tangible fixed assets are carried at cost or valuation, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives.

Depreciation is provided on the following bases:

Freehold property	- 2% straight line
Motor vehicles	- 25% straight line
Fixtures and fittings	- 15% straight line
Office equipment	- 25% / 50% straight line

1.11 Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date using the closing quoted market price. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

1.12 Debtors

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

1.13 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.14 Creditors and provisions

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

1.15 Financial instruments

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

1. Accounting policies (continued)

1.16 Operating leases

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

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the lease term until the date the rent is expected to be adjusted to the prevailing market rate.

1.17 Pensions

The charitable company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charitable company to the fund in respect of the year.

1.18 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.19 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charitable company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

2. *Critical accounting estimates and areas of judgement*

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The charitable company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. Critical judgements that have been made in the process of applying accounting policies disclosed herein and that have a significant effect on the amounts recognised in the financial statements relates to the following:

Critical areas of judgement:

Depreciation

The depreciation policy has been set accordingly to the experience of the useful lives of a typical asset in each category. The depreciation charged during the year was £280,100 (2020: £267,089) which the Trustees feel is a fair reflection of the benefits derived from the consumption of the tangible fixed assets in use during the period.

Bad debt provision

Outstanding trade debtor balances are reviewed on a line by line basis to identify possible amounts where a provision is required. Management closely manage the collection of trade debtors and therefore are able to identify balances where there is uncertainty about its recoverability, and determine what provision is required (if any).

Holiday accrual

An accrual has been included for the undiscounted cost of any unused paid annual leave which is expected to be settled wholly before 12 months after the end of the reporting period. The cost has been based on the number of days each employee has outstanding multiplied by their respective current rates of pay.

3. Income from donations and legacies

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations	5,066	77,445	**82,511**	139,862
Legacies	83	-	**83**	210,500
	5,149	77,445	**82,594**	350,362
Total 2020	216,621	133,741	350,362	

4. Income from charitable activities

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Registered care homes	4,586,662	**4,586,662**	4,437,518
Domiciliary care homes	14,701,761	**14,701,761**	13,865,296
Community services	53,144	**53,144**	141,441
Total 2021	19,341,567	**19,341,567**	18,444,255
Total 2020	18,444,255	18,444,255	

5. Investment income

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Dividends and interest from investments	271,704	**271,704**	336,460
Bank interest	-	**-**	23,523
	271,704	**271,704**	359,983
Total 2020	359,983	359,983	

6. Other income

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Profit on disposal of property	153,534	**153,534**	-
Other income	8,428	**8,428**	2,279
Government grants - Coronavirus Job Retention Scheme	227,197	**227,197**	-
Other grants received for PPE and Coronavirus testing	291,613	**291,613**	-
	680,772	**680,772**	2,279
Total 2020	2,279	2,279	

7. Investment management costs

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Investment management fees	56,659	**56,659**	57,259
Total 2020	57,259	57,259	

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Registered care homes	4,686,333	10,959	**4,697,292**	4,618,695
Domiciliary care homes	14,122,715	9,357	**14,132,072**	13,353,180
Other services	138,147	14	**138,161**	193,409
Governance costs	49,489	-	**49,489**	39,475
	18,996,684	20,330	**19,017,014**	18,204,759
Total 2020	18,187,353	17,406	18,204,759	

9. Analysis of expenditure by activities

	Staff costs 2021 £	Service costs 2021 £	Support costs 2021 £	**Total funds 2021 £**	Total funds 2020 £
Registered care homes	3,546,560	708,167	442,565	**4,697,292**	4,618,695
Domiciliary care homes	11,404,392	1,226,457	1,501,223	**14,132,072**	13,353,180
Other services	83,312	54,849	-	**138,161**	193,409
Governance costs (note 10)	-	49,489	-	**49,489**	39,475
	15,034,264	2,038,962	1,943,788	**19,017,014**	18,204,759
Total 2020	14,323,760	2,069,716	1,811,283	18,204,759	

Analysis of support costs

	Total funds 2021 £	Total funds 2020 £
Staff costs	**1,486,674**	1,415,478
Office property costs	**239,232**	209,248
Office costs	**113,796**	101,330
Advertising, recruitment and training	**7,152**	10,880
Depreciation	**95,800**	76,168
Bad debt write off	**1,134**	(1,821)
	1,943,788	1,811,283

Staff costs within support costs contain employment costs relating to Finance, HR and Administration, IT and the Leadership Team.

10. Governance costs

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Audit and accountancy fees	17,736	**17,736**	20,901
Trustees' meetings and governance	29,593	**29,593**	18,574
Development	2,160	**2,160**	-
	49,489	**49,489**	39,475
Total 2020	39,475	39,475	

11. Auditor's remuneration

	2021 £	2020 £
Fees payable to the charitable company's auditor and its associates for the audit of the charitable company's annual accounts	**17,736**	17,220
Fees payable to the charitable company's auditor and its associates in respect of:		
All non-audit services not included above	**-**	3,681

12. Staff costs

	2021 £	2020 £
Wages and salaries	**14,738,160**	13,793,092
Social security costs	**1,053,060**	939,577
Contribution to defined contribution pension schemes	**307,709**	287,131
	16,098,929	15,019,800

Total staff costs, including agency staff, amounted to £16,520,938 (2020: £15,739,238).

Redundancy or termination payments which are included as an expense within wages and salaries above amounted to £nil (2020: £5,890).

The average number of persons employed by the charitable company during the year was as follows:

	2021 No.	2020 No.
Full time equivalent	**473**	467
Adjustment for part time working to obtain total employees	**332**	315
	805	782

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2021 No.	2020 No.
In the band £80,001 - £90,000	**2**	2
In the band £120,001 - £130,000	**1**	1

The total amount of employee benefits (including employer's national insurance and pension contributions) received by key management personnel was £355,718 (2020: £346,701). The charity considers its key management personnel to comprise of the Chief Executive Officer, Director of Resources and the Director of Operations.

13. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 March 2021, no Trustee expenses have been incurred (2020 - £627 to 3 Trustees).

14. Tangible fixed assets

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Office equipment £	Total £
Cost or valuation					
At 1 April 2020	**10,084,364**	**357,035**	**378,184**	**744,288**	**11,563,871**
Additions	**166,672**	**-**	**12,218**	**142,094**	**320,984**
Disposals	**(271,730)**	**(19,001)**	**(2,024)**	**-**	**(292,755)**
At 31 March 2021	**9,979,306**	**338,034**	**388,378**	**886,382**	**11,592,100**
Depreciation					
At 1 April 2020	**1,752,102**	**323,588**	**228,502**	**537,670**	**2,841,862**
Charge for the year	**165,165**	**14,515**	**42,450**	**57,970**	**280,100**
On disposals	**(53,818)**	**(19,001)**	**(1,290)**	**-**	**(74,109)**
At 31 March 2021	**1,863,449**	**319,102**	**269,662**	**595,640**	**3,047,853**
Net book value					
At 31 March 2021	**8,115,857**	**18,932**	**118,716**	**290,742**	**8,544,247**
At 31 March 2020	8,332,262	33,447	149,682	206,618	8,722,009

Non depreciable land with a cost of £1,658,997 (2020: £1,753,997) is held within freehold property.

15. Fixed asset investments

	Listed investments £	Cash held in investment portfolio £	Total £
Cost or valuation			
At 1 April 2020	**8,811,065**	**262,220**	**9,073,285**
Acquisitions at cost	**1,669,647**	**-**	**1,669,647**
Sale proceeds from disposal	**(1,550,203)**	**(135,952)**	**(1,686,155)**
Gain in the year on revaluation and disposal	**1,693,718**	**-**	**1,693,718**
At 31 March 2021	**10,624,227**	**126,268**	**10,750,495**
Net book value			
At 31 March 2021	**10,624,227**	**126,268**	**10,750,495**
At 31 March 2020	8,811,065	262,220	9,073,285

Included in listed investments are investments held in the UK with a market value of £5,779,382 (2020: £5,549,719). The remaining listed investments are held overseas and have a market value of £4,844,845 (2020: £3,261,346).

There are no investments which individually are material to the investment portfolio.

. Revaluation Reserve

	2021 £	2020 £
Listed investments	**10,624,227**	8,811,065
Historical cost of listed investments	**(5,156,387)**	(5,311,272)
Donated assets at value transferred in	**(2,789,839)**	(2,789,839)
	2,678,001	709,954

16. Debtors

	2021 £	2020 £
Trade debtors	**629,908**	1,198,562
Other debtors	**106,979**	104,475
Prepayments and accrued income	**715,815**	522,608
	1,452,702	1,825,645

17. Creditors: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	**267,640**	261,040
Other taxation and social security	**225,840**	235,748
Accruals and deferred income	**1,765,732**	1,212,893
	2,259,212	1,709,681

18. Statement of funds

Statement of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2021 £
Unrestricted funds						
Designated funds						
Supported People	**355,364**	**72,194**	**(57,049)**	**-**	**-**	**370,509**
General funds						
General Funds	**21,158,528**	**20,226,998**	**(18,996,294)**	**(274,329)**	**-**	**22,114,903**
Revaluation reserve	**709,954**	**-**	**-**	**274,329**	**1,693,718**	**2,678,001**
	21,868,482	**20,226,998**	**(18,996,294)**	**-**	**1,693,718**	**24,792,904**
Total Unrestricted funds	**22,223,846**	**20,299,192**	**(19,053,343)**	**-**	**1,693,718**	**25,163,413**

Supported People: This is money put aside by the Trustees for the Supported Living schemes which has not been spent but will provide a reserve for future years' replacements of white goods, laundry equipment and internal decorating.

The transfer from the revaluation reserve represents realised gains/losses in the year.

Restricted funds

Central Fund	**145,519**	**34,186**	**(7,497)**	**-**	**-**	**172,208**
Other Restricted Funds	**14,575**	**43,259**	**(12,833)**	**-**	**-**	**45,001**
	160,094	**77,445**	**(20,330)**	**-**	**-**	**217,209**
Total of funds	**22,383,940**	**20,376,637**	**(19,073,673)**	**-**	**1,693,718**	**25,380,622**

Restricted funds

Central Fund: This money was donated to begin the process of assessing potential for a hydrotherapy pool at Isabella Court and any remainder to be used for other items required by the Trust.

Other Restricted Funds: This represents money given for specific purposes.

18. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2020 £
Unrestricted funds						
Designated funds						
Supported People	320,753	63,011	(28,400)	-	-	355,364
General funds						
General Funds	20,268,597	18,960,127	(18,216,212)	146,016	-	21,158,528
Revaluation reserve	2,048,069	-	-	(146,016)	(1,192,099)	709,954
	22,316,666	18,960,127	(18,216,212)	-	(1,192,099)	21,868,482
Total Unrestricted funds	22,637,419	19,023,138	(18,244,612)	-	(1,192,099)	22,223,846
Restricted funds						
Central Fund	20,019	125,500	-	-	-	145,519
Other Restricted Funds	23,740	8,241	(17,406)	-	-	14,575
	43,759	133,741	(17,406)	-	-	160,094
Total of funds	22,681,178	19,156,879	(18,262,018)	-	(1,192,099)	22,383,940

19. Summary of funds

Summary of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2021 £
Designated funds	**355,364**	**72,194**	**(57,049)**	**-**	**-**	**370,509**
General funds	**21,868,482**	**20,226,998**	**(18,996,294)**	**-**	**1,693,718**	**24,792,904**
Restricted funds	**160,094**	**77,445**	**(20,330)**	**-**	**-**	**217,209**
	22,383,940	**20,376,637**	**(19,073,673)**	**-**	**1,693,718**	**25,380,622**

Summary of funds - prior year

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2020 £
Designated funds	320,753	63,011	(28,400)	-	-	355,364
General funds	22,316,666	18,960,127	(18,216,212)	-	(1,192,099)	21,868,482
Restricted funds	43,759	133,741	(17,406)	-	-	160,094
	22,681,178	19,156,879	(18,262,018)	-	(1,192,099)	22,383,940

20. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	8,544,247	-	**8,544,247**
Fixed asset investments	10,750,495	-	**10,750,495**
Current assets	8,127,883	217,209	**8,345,092**
Creditors due within one year	(2,259,212)	-	**(2,259,212)**
Total	25,163,413	217,209	**25,380,622**

20. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	8,722,009	-	8,722,009
Fixed asset investments	9,073,285	-	9,073,285
Current assets	6,138,233	160,094	6,298,327
Creditors due within one year	(1,709,681)	-	(1,709,681)
Total	22,223,846	160,094	22,383,940

21. Reconciliation of net movement in funds to net cash flow from operating activities

	2021 £	2020 £
Net income for the year (as per Statement of Financial Activities)	**1,302,964**	894,861
Adjustments for:		
Depreciation charges	**280,100**	267,089
Dividends, interests and rents from investments	**(271,704)**	(359,983)
Profit on the sale of fixed assets	**(153,534)**	(1,944)
Decrease in debtors	**372,943**	200,625
Increase in creditors	**549,531**	377,148
Net cash provided by operating activities	**2,080,300**	1,377,796

22. Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand	**6,892,390**	4,472,682
Total cash and cash equivalents	**6,892,390**	4,472,682

23. Analysis of changes in net debt

	At 1 April 2020	Cash flows	At 31 March 2021
	£	£	£
Cash at bank and in hand	4,472,682	2,419,708	6,892,390
	4,472,682	2,419,708	6,892,390

24. Contingent liabilities

The Social Care Compliance Scheme (SCCS) was introduced by the government on 1 November 2017. This scheme has been introduced to address back-pay liability associated with sleep-in shifts. The guidance from HRMC on sleep-in shifts has remained unclear for a number of years and this has meant that many social care organisations have had conflicting information as to whether they have been compliant with National Minimum Wage (NMW) legislation. The Trust decided to act in May 2015 and began paying sleep-in shifts at the required rate using averaging principles, which mean that as long as the average of every hour worked is at or above the required rate then this meets the minimum wage legislative requirements.

The Trust was approached by HMRC in November 2017 and given the option to join the SCCS. The Trust joined the SCCS on 22 December 2017. As a requirement of joining the SCCS, the Trust undertook a review of all current and former staff pay to check and see if there were any underpayments associated with minimum wage legislation.

However, the situation regarding the SCCS and sleep-in back-pay had been challenged at the Court of Appeal by Mencap accompanied by Care England and the Local Government Association. The judgement from this case was announced on 13 July 2018 and ruled in favour of Mencap. The finding of the court was that sleep-in shifts are ineligible to be counted as working time for the purposes of calculating the National Living Wage.

The claimants challenged this Court of Appeal judgement in the Supreme Court but on 19 March 2021, the Supreme Court dismissed the appeal and ruled in favour of Mencap, meaning that all sleep-in related claims for back-pay are null and void. Under the current interpretation of the law, following the Court of Appeal judgement and dismissal of the appeal by the Supreme Court, sleep-in shifts do not need to be paid at the National Living Wage rate and there is no back pay liability.

25. Capital commitments

	2021	2020
	£	£
Contracted for but not provided in these financial statements	-	109,131

26. Pension commitments

The Trust operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Trust in an independently administered fund. The pension cost charge represents contributions payable by the Trust to the fund and amounted to £307,709 (2020: £287,131). At the year end there was a balance of £nil (2020: £56,621) outstanding.

27. Operating lease commitments

At 31 March 2021 the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2021	2020
	£	£
Not later than 1 year	**125,393**	160,583
Later than 1 year and not later than 5 years	**172,378**	168,057
Later than 5 years	**181,666**	225,145
	479,437	553,785

The following lease payments have been recognised as an expense in the Statement of financial activities:

	2021	2020
	£	£
Operating lease rentals	**259,846**	260,436

28. Related party transactions

The charitable company has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the charitable company at 31 March 2021.

29. Controlling party

The charitable company is controlled by its members. No individual member has overall control.