

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, YO18 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

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

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, Systems 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.

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

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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.

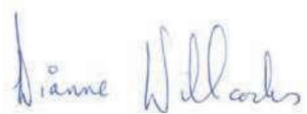
We do retain the ambition to revitalise what we do through the vision of our Forward Plan and the associated programmes of investment in staff and services for a better future. Lessons learned the hard way during the pandemic are brought forward alongside innovative new ways of working and these will 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.

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**CHAIR'S AND CHIEF EXECUTIVES'S STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

A handwritten signature in blue ink that reads "Dianne Willcocks". The signature is written in a cursive style with a small square mark above the 'i' in Dianne.

Professor Dianne Willcocks CBE

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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

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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.

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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

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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.

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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

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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

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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 difficult to support.

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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.

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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.

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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.

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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

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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.

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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,

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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 then there is a real risk that some services will become financially unsustainable in the future.

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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 ongoing 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.

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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.
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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. 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.

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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 difficulty 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

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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.

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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.

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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.

THE WILF WARD FAMILY TRUST

(A company limited by guarantee)

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 WILF WARD FAMILY TRUST

(A company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2022

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.

THE WILF WARD FAMILY TRUST

(A company limited by guarantee)

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.

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

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,	652,027	743,738
• electricity,	293,050	338,473
• transport fuel	278,483	238,7070
Scope 1 emissions in metric tonnes CO ₂ e		
Gas consumption	120.08	136.97
Owned transport – mini-buses	29.95	19.61
Total scope 1	150.02	156.57
Scope 2 emissions in metric tonnes CO ₂ e		
Purchased electricity	103.03	118.99
Scope 3 emissions in metric tonnes CO ₂ e Business travel in employee-owned vehicles		
	26.22	27.73
Total gross emissions in metric tonnes CO ₂ e		
	279.27	303.30
Intensity ratio		
Tonnes CO ₂ e per employee (793) (2021: 782)	0.35	0.39

THE WILF WARD FAMILY TRUST

(A company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2022

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.

THE WILF WARD FAMILY TRUST

(A company limited by guarantee)

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

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

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.

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

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

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.

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

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.

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

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

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-assurance/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.



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

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

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.

THE WILF WARD FAMILY TRUST
(A company limited by guarantee)
REGISTERED NUMBER: 07568318

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

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

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.

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

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

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

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.

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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.

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FOR THE YEAR ENDED 31 MARCH 2022

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.

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FOR THE YEAR ENDED 31 MARCH 2022

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.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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
	<hr/> 86,842 <hr/>	<hr/> 26,796 <hr/>	<hr/> 113,638 <hr/>	<hr/> 82,594 <hr/>
Total 2021	<hr/> 5,149 <hr/>	<hr/> 77,445 <hr/>	<hr/> 82,594 <hr/>	

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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	<u>20,308,619</u>	<u>20,308,619</u>	<u>19,341,567</u>
Total 2021	<u>19,341,567</u>	<u>19,341,567</u>	

5. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Dividends and interest from investments	<u>296,599</u>	<u>296,599</u>	<u>271,704</u>
Total 2021	<u>271,704</u>	<u>271,704</u>	

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NOTES TO THE FINANCIAL STATEMENTS
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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
	<u>153,366</u>	<u>468,531</u>	<u>621,897</u>	<u>680,772</u>
Total 2021	<u>680,772</u>	<u>-</u>	<u>680,772</u>	

7. Investment management costs

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Investment management fees	<u>72,432</u>	<u>72,432</u>	<u>56,659</u>
Total 2021	<u>56,659</u>	<u>56,659</u>	

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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
	<u>19,915,778</u>	<u>475,043</u>	<u>20,390,821</u>	<u>19,017,014</u>
Total 2021	<u>18,996,684</u>	<u>20,330</u>	<u>19,017,014</u>	

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
	<u>16,363,007</u>	<u>2,147,564</u>	<u>1,880,250</u>	<u>20,390,821</u>	<u>19,017,014</u>
Total 2021	<u>15,034,264</u>	<u>2,038,962</u>	<u>1,943,788</u>	<u>19,017,014</u>	

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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	

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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).

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NOTES TO THE FINANCIAL STATEMENTS
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14. Tangible fixed assets

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Office equipment £	Total £
<i>Cost or valuation</i>					
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
<i>Depreciation</i>					
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
<i>Net book value</i>					
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.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

15. Fixed asset investments

	Listed investments £	Cash held in investment portfolio £	Total £
<i>Cost or valuation</i>			
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	<u>13,393,174</u>	<u>438,266</u>	<u>13,831,440</u>

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)
	<u>2,541,769</u>	<u>2,678,001</u>

16. Debtors

	2022 £	2021 £
Trade debtors	633,163	629,908
Other debtors	110,636	106,979
Prepayments and accrued income	710,409	715,815
	<u>1,454,208</u>	<u>1,452,702</u>

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NOTES TO THE FINANCIAL STATEMENTS
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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.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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 £
<i>Unrestricted funds</i>						
<i>Designated funds</i>						
Supported People	370,509	116,417	(114,245)	-	-	372,681
Long Term Investment Fund	-	-	-	9,403,806	-	9,403,806
	<u>370,509</u>	<u>116,417</u>	<u>(114,245)</u>	<u>9,403,806</u>	<u>-</u>	<u>9,776,487</u>
<i>General funds</i>						
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
	<u>24,792,904</u>	<u>20,729,009</u>	<u>(19,873,965)</u>	<u>(9,403,806)</u>	<u>242,114</u>	<u>16,486,256</u>
<i>Total Unrestricted funds</i>	<u>25,163,413</u>	<u>20,845,426</u>	<u>(19,988,210)</u>	<u>-</u>	<u>242,114</u>	<u>26,262,743</u>

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.

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18. Statement of funds (continued)

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2022 £
<i>Restricted funds</i>						
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
	<u>217,209</u>	<u>495,327</u>	<u>(475,043)</u>	<u>-</u>	<u>-</u>	<u>237,493</u>
<i>Total of funds</i>	<u>25,380,622</u>	<u>21,340,753</u>	<u>(20,463,253)</u>	<u>-</u>	<u>242,114</u>	<u>26,500,236</u>

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.

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NOTES TO THE FINANCIAL STATEMENTS
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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 £
<i>Unrestricted funds</i>						
<i>Designated funds</i>						
Supported People	355,364	72,194	(57,049)	-	-	370,509
<i>General funds</i>						
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
<i>Total Unrestricted funds</i>	22,223,846	20,299,192	(19,053,343)	-	1,693,718	25,163,413
<i>Restricted funds</i>						
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
<i>Total of funds</i>	22,383,940	20,376,637	(19,073,673)	-	1,693,718	25,380,622

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NOTES TO THE FINANCIAL STATEMENTS
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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
	<u>25,380,622</u>	<u>21,340,753</u>	<u>(20,463,253)</u>	<u>-</u>	<u>242,114</u>	<u>26,500,236</u>

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
	<u>22,383,940</u>	<u>20,376,637</u>	<u>(19,073,673)</u>	<u>-</u>	<u>1,693,718</u>	<u>25,380,622</u>

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	<u>26,262,743</u>	<u>237,493</u>	<u>26,500,236</u>

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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

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NOTES TO THE FINANCIAL STATEMENTS
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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

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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.