

THE WILF WARD FAMILY TRUST
(A company limited by guarantee)
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

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

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

Trustees

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

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

Company registered number

07568318

Charity registered number

1140852

Registered office

Westgate House, 5 Westgate, Pickering, North Yorkshire, 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)
FOR THE YEAR ENDED 31 MARCH 2023

Bankers

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

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

Solicitors

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

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

Joint Investment Advisors

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

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

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

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

IT Advisors

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

Insurance

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

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

Senior Leadership Team

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

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

Chair's Welcome

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

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

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

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



Professor Dianne Willcocks CBE

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

Chief Executive's Welcome

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

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

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



Paul McCay
Chief
Executive

THE WILF WARD FAMILY TRUST

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TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

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

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

GOVERNANCE

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

OBJECTIVES

The objectives of The Wilf Ward Family Trust are:-

- a) To relieve the needs and promote, support and improve the lives, independence and life chance opportunities for children, adults and older people resident principally in the Yorkshire and Humber, North East regions or elsewhere in the United Kingdom who as a result of their ill health or disability relating to their physical, learning or mental health requirements are unable to meet their own needs or achieve their ambitions by providing them with support or care or accommodation or any combination of these.
- b) To relieve the needs and promote the enablement of adults resident in that geographical area with complex disadvantages or barriers to work and/or who as a result of their ill health or disability relating to their physical, learning or mental health requirements are unable to meet their own needs or achieve their ambitions by the provision of:
 - Work, employment, occupations and activities provided by the Company or at its direction and with its support
 - Training and advice, and advocacy services
- c) To provide relief to carers throughout that geographical area by the provision of appropriate residential, short breaks, community services and other identified support needs for the child, adult or older person with a disability.
- d) The promotion of independence, health, wellbeing and social inclusion amongst people in the same geographical area in need of support by reason of age, ill-health, disability, financial hardship or other disadvantage by the provision of transport, delivery of goods, outings and social trips, domestic/ housekeeping tasks and any other similar services as Trustees may from time to time determine.
- e) Such other charitable purposes for the benefit of the public of the same geographical area as Trustees may from time to time determine.

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FOR THE YEAR ENDED 31 MARCH 2023

DIRECTORS AND TRUSTEES

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

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

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

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

Appointment of Trustees and Chair

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

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FOR THE YEAR ENDED 31 MARCH 2023

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

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

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

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

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

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

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

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STRATEGIC REPORT

REVIEW OF ACTIVITIES AND ACHIEVEMENTS

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

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

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

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

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Learning and Development Team.

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

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

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

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

Future Uncertainties

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

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

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

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

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

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

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Service Provision

The Trust provided during the year:

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

New Services

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

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

Disbanded Services

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

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Learning and Development

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

Engagement with the individuals we support

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

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

Fundraising and Legacies

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

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

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Volunteers

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

Use of land and property for charitable purposes

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

Public Profile and Partnerships

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

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

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

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

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

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

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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. Undoubtedly the biggest risk to the Trust remains its ability to attract, retain and fully train values-based staff. As the complexity and level of need of the individuals we support continues to increase we are dealing with needs that are increasingly complex, and which often require a higher level of knowledge in health and medical related conditions. Our staff are having to step in and provide this support more frequently due to the workforce challenges that are prevalent across primary health care services. This is resulting in our staff carrying higher levels of responsibility than ever before and requiring more training in specialist interventions. Our staff are now becoming more skilled than ever before, but they do need to be recognised for attaining such skills both in terms of pay and benefits but also in terms of development opportunities. The risk is that if we cannot offer the correct pay and development opportunities for our staff, they will either leave social care altogether or move into roles within the NHS.

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

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

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

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Factors relevant to achieving objectives

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

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

Quality – Inspection and Service Reviews

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

Staffing/Personnel

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

During the financial period under review the use of agency staff has steadily increased. There are several explanations for this increase including the 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 £1,104,604 during the 2021/22 financial year to £2,279,580 during 2022/23.

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

Health and Safety

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

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

Safeguarding Children and Adults

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

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FINANCIAL POSITION

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

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

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

RESERVES POLICY

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

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

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

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

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PUBLIC BENEFIT

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

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

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

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

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

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

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

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

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

INVESTMENT POWERS

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

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

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

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

TAXATION

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

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INSURANCE

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

EMPLOYEE INVOLVEMENT AND EMPLOYMENT OF PEOPLE WITH DISABILITIES

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

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

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

OTHER RELEVANT INFORMATION

None

TRADING SUBSIDIARY

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

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Greenhouse Gas & Energy

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

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

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Quantification and reporting methodology

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

Intensity measurement

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

Measures taken to improve energy efficiency.

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

TRUSTEES' RESPONSIBILITIES STATEMENT

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

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

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

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

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023


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

Disclosure of information to the auditor

In so far as the Trustees are aware:

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

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


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

Professor Dianne Willcocks CBE
Chair of Trustees


Rosemary Du Rose (Sep 6, 2023 07:31 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

We have audited the financial statements of The Wilf Ward Family Trust (the 'charitable company') for the year ended 31 March 2023, which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

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

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

Responsibilities of trustees

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

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

Auditor responsibilities for the audit of the financial statements

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

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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

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

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

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

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

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

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

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

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

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

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

Use of our report

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



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

Jane Marshall (Senior statutory auditor)

for and on behalf of

BHP LLP

Chartered Accountants
Statutory Auditor

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

Date: Sep 8, 2023

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 2023

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

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

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

BALANCE SHEET
AS AT 31 MARCH 2023


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

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

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2023

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

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


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

Professor Dianne Willcocks CBE
Chair of Trustees

Date: 1 September 2023


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

Rosemary Du Rose
Trustee

The notes on pages 35 to 57 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 2023

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

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

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

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

1. Accounting policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006, the Charities Act 2011 and UK Generally Accepted Accounting Practice.

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

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

1.2 Company status

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

1.3 Going concern

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

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

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

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

1. Accounting policies (continued)

1.4 Income

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

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

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

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

Investment income is included when receivable by the charity.

1.5 Expenditure

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

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

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

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

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

All expenditure is inclusive of irrecoverable VAT.

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

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

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.

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

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

1. Accounting policies (continued)

1.10 Tangible fixed assets and depreciation

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

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

Depreciation is provided on the following bases:

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

1.11 Investments

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

1.12 Debtors

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

1.13 Cash at bank and in hand

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

1.14 Creditors and provisions

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

1.15 Financial instruments

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

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

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

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.

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

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

2. Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

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

Critical areas of judgement:

Depreciation

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

Bad debt provision

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

3. Income from donations and legacies

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

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

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

4. Income from charitable activities

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

5. Investment income

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

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

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

6. Other income

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

7. Investment management costs

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Investment management fees	72,541	72,541	72,432
	<u>72,432</u>	<u>72,432</u>	
Total 2022	<u>72,432</u>	<u>72,432</u>	

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

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

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Total 2022 £
Registered care homes	5,376,680	7,574	5,384,254	4,740,659
Domiciliary care homes	18,256,425	1,415	18,257,840	15,482,162
Other services	155,691	751	156,442	141,960
Governance costs (Note 10)	30,080	-	30,080	26,040
	<u>23,818,876</u>	<u>9,740</u>	<u>23,828,616</u>	<u>20,390,821</u>
Total 2022	<u>19,915,778</u>	<u>475,043</u>	<u>20,390,821</u>	

9. Analysis of expenditure by activities

	Direct staff costs 2023 £	Direct service costs 2023 £	Support costs 2023 £	Total funds 2023 £	Total funds 2022 £
Registered care homes	4,035,818	973,444	374,992	5,384,254	4,740,659
Domiciliary care homes	15,059,323	1,504,211	1,694,306	18,257,840	15,482,162
Other services	10,116	97,057	49,269	156,442	141,960
Governance costs (note 10)	-	30,080	-	30,080	26,040
	<u>19,105,257</u>	<u>2,604,792</u>	<u>2,118,567</u>	<u>23,828,616</u>	<u>20,390,821</u>
Total 2022	<u>16,363,007</u>	<u>2,147,564</u>	<u>1,880,250</u>	<u>20,390,821</u>	

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9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2023 £	Total funds 2022 £
Staff costs	1,534,063	1,406,535
Office property costs	288,525	193,687
Office costs	154,943	125,321
Advertising, recruitment and training	12,409	10,148
Depreciation	128,627	144,559
	2,118,567	1,880,250

Staff costs within support costs contain employment costs relating to Finance, HR and Administration, IT and the Leadership Team.

10. Governance costs

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Audit and accountancy fees	24,493	24,493	18,213
Trustees' meetings and governance	3,427	3,427	1,347
Development	2,160	2,160	6,480
	30,080	30,080	26,040
Total 2022	26,040	26,040	

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11. Auditor's remuneration

	2023	2022
	£	£
Fees payable to the charitable company's auditor and its associates for the audit of the charitable company's annual accounts	24,493	18,213

12. Net income/(expenditure)

This is stated after charging:

	2023	2022
	£	£
Depreciation of tangible fixed assets:		
- owned by the charity	334,996	332,233
Operating lease charges	351,878	263,381

13. Staff costs

	2023	2022
	£	£
Wages and salaries	16,704,719	15,208,556
Social security costs	1,308,622	1,126,950
Contribution to defined contribution pension schemes	346,399	329,512
	18,359,740	16,665,018

Total staff costs, including agency staff, amounted to £20,639,320 (2022: £17,769,542).

Redundancy or termination payments which are included as an expense within wages and salaries above amounted to £nil (2022: £5,387).

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13. Staff costs (continued)

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

	2023	2022
	No.	No.
Central Administration	46	45
Residential	137	126
Supported Living	619	602
Short Breaks	18	20
	820	793

The average headcount expressed as full-time equivalents was:

	2023	2022
	No.	No.
Full time equivalent	547	540

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

	2023	2022
	No.	No.
In the band £70,001 - £80,000	1	-
In the band £80,001 - £90,000	-	2
In the band £120,001 - £130,000	1	1

The total amount of employee benefits (including employer's national insurance and pension contributions) received by key management personnel was £316,094 (2022: £370,269). The charity considers its key management personnel to comprise of the Chief Executive Officer, Director of Resources and the Director of Operations.

14. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - £nil).

During the year ended 31 March 2023, 4 trustees incurred expenses totalling £771 in relation to training courses, the reimbursements of travel expenses and other minor expenditure (2022 - £419 paid to 4 trustees).

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15. Tangible fixed assets

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Office equipment £	Total £
<i>Cost or valuation</i>					
At 1 April 2022	9,980,206	307,246	401,779	867,399	11,556,630
Additions	300	31,990	32,333	19,568	84,191
Disposals	-	(22,199)	(7,453)	-	(29,652)
At 31 March 2023	9,980,506	317,037	426,659	886,967	11,611,169
<i>Depreciation</i>					
At 1 April 2022	2,028,624	240,642	310,271	642,626	3,222,163
Charge for the year	165,175	32,255	34,587	102,979	334,996
On disposals	-	(22,199)	(7,453)	-	(29,652)
At 31 March 2023	2,193,799	250,698	337,405	745,605	3,527,507
<i>Net book value</i>					
At 31 March 2023	7,786,707	66,339	89,254	141,362	8,083,662
At 31 March 2022	7,951,582	66,604	91,508	224,773	8,334,467

Non depreciable land with a cost of £1,658,997 (2022: £1,658,997) is held within freehold property.

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16. Fixed asset investments

	Listed investments £	Cash held in investment portfolio £	Total £
<i>Cost or valuation</i>			
At 1 April 2022	13,393,174	438,266	13,831,440
Additions	1,055,517	-	1,055,517
Disposals	(1,106,767)	-	(1,106,767)
Revaluations	(802,024)	-	(802,024)
Other movements	-	116,618	116,618
At 31 March 2023	<u>12,539,900</u>	<u>554,884</u>	<u>13,094,784</u>

Included in listed investments are investments held in the UK with a market value of £6,843,080 (2022: £7,442,903). The remaining listed investments are held overseas and have a market value of £5,696,820 (2022: £5,950,271).

Revaluation Reserve

	2023 £	2022 £
Listed investments	12,539,900	13,393,174
Historical cost of listed investments	(8,121,264)	(8,061,566)
Donated assets at value transferred in	(2,789,839)	(2,789,839)
	<u>1,628,797</u>	<u>2,541,769</u>

17. Debtors

	2023 £	2022 £
Trade debtors	647,493	633,163
Other debtors	123,092	110,636
Prepayments and accrued income	662,186	710,409
	<u>1,432,771</u>	<u>1,454,208</u>

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18. Creditors: Amounts falling due within one year

	2023	2022
	£	£
Trade creditors	303,749	380,116
Other taxation and social security	273,784	404,255
Accruals and deferred income	2,245,329	2,010,073
	2,822,862	2,794,444
	2023	2022
	£	£
Deferred income at 1 April 2022	971,934	983,317
Income deferred during the year	792,120	971,934
Amounts released from previous periods	(646,184)	(983,317)
	1,117,870	971,934

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

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NOTES TO THE FINANCIAL STATEMENTS
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19. Statement of funds

Statement of funds - current year

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

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

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19. Statement of funds (continued)

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2023 £
<i>Restricted funds</i>						
Central Fund	192,208	-	-	-	-	192,208
Other Restricted Funds	45,285	26,717	(9,740)	-	-	62,262
	<u>237,493</u>	<u>26,717</u>	<u>(9,740)</u>	<u>-</u>	<u>-</u>	<u>254,470</u>
<i>Total of funds</i>	<u><u>26,500,236</u></u>	<u><u>22,779,787</u></u>	<u><u>(23,901,157)</u></u>	<u><u>-</u></u>	<u><u>(802,024)</u></u>	<u><u>24,576,842</u></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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19. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2022 £
<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>

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19. 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>

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20. Summary of funds

Summary of funds - current year

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

Summary of funds - prior year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2022 £
Designated funds	370,509	116,417	(114,245)	9,403,806	-	9,776,487
General funds	24,792,904	20,729,009	(19,873,965)	(9,403,806)	242,114	16,486,256
Restricted funds	217,209	495,327	(475,043)	-	-	237,493
	<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>

21. Analysis of net assets between funds

Analysis of net assets between funds - current year

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

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21. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	8,334,467	-	8,334,467
Fixed asset investments	13,831,440	-	13,831,440
Current assets	6,891,280	237,493	7,128,773
Creditors due within one year	(2,794,444)	-	(2,794,444)
Total	26,262,743	237,493	26,500,236

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

	2023 £	2022 £
Net (expenditure)/income for the year before investment (losses)/gains (as per Statement of Financial Activities)	(1,121,370)	877,500
Adjustments for:		
Depreciation charges	334,996	332,233
Dividends and interest receivable from investments	(347,363)	(296,599)
(Profit)/loss on the sale of fixed assets	(2,350)	-
Increase/(decrease) in debtors	21,437	(1,506)
Increase in creditors	28,418	535,232
Net cash (used in)/provided by operating activities	(1,086,232)	1,446,860

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23. Analysis of cash and cash equivalents

	2023	2022
	£	£
Cash in hand	4,788,487	5,674,565
Investment cash	554,884	438,266
<i>Total cash and cash equivalents</i>	5,343,371	6,112,831

24. Analysis of changes in net debt

	At 1 April 2022	Cash flows	At 31 March 2023
	£	£	£
Cash at bank and in hand	5,674,565	(886,078)	4,788,487
Investment cash	438,266	116,618	554,884
	6,112,831	(769,460)	5,343,371

25. Pension commitments

The Trust operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Trust in an independently administered fund. The pension cost charge represents contributions payable by the Trust to the fund and amounted to £346,399 (2022: £329,512). At the year end there was a balance of £nil (2022: £nil) outstanding.

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26. Operating lease commitments

At 31 March 2023 the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2023	2022
	£	£
Not later than 1 year	95,306	46,285
Later than 1 year and not later than 5 years	229,175	167,538
Later than 5 years	79,941	139,781
	404,422	353,604

The following lease payments have been recognised as an expense in the Statement of financial activities:

	2023	2022
	£	£
Operating lease rentals	351,878	263,381

27. Related party transactions

The charitable company has not entered into any related party transaction during the current or previous year, nor are there any outstanding balances owing between related parties and the charitable company at 31 March 2023 or 31 March 2022.

28. Controlling party

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