

**TRUSTEES' REPORT & FINANCIAL STATEMENTS 2020/21
FOR THE YEAR ENDED 31ST MARCH 2021**

Registered Company number: 07998365

Registered Charity number: 1146727

(A COMPANY LIMITED BY GUARANTEE)

It has been a pleasure to take on the role of Chair of such an important and competent organisation as Self Management UK.

The benefit of supported self-management in helping those experiencing one or more long-term health conditions is well researched and documented, yet the funding environment does not support the inexpensive and effective self-management interventions available. By and large this is not a policy failure. Policymakers in the NHS and elsewhere can see that effective supported self-management leads directly to reduced demand upon GP and emergency services, and across the health and social care economy as a whole. Nor is there reluctance on the part of many people living with long-term conditions to learn how they can build their skills and motivation to improve their health and wellbeing.

Self Management UK has built valuable and mutually beneficial relationships with a small number of NHS commissioners over several years. These commissioners have seen the evidence of the effectiveness of our courses and remain keen to commission our services. We are immensely grateful for the support from these partners during the COVID-19 pandemic, which along with our own re-organisation and efficiency measures, means that we continue to provide our much needed services. Outside of this group of commissioning bodies, the demands of dealing with current illness often trump the need to invest in future health. In addition, there can be a hiatus in commissioning while budget-holding, authorisation provisions and other practical arrangements are impacted by a significant reorganisation of the NHS, such as at present.

Our peer-led, co-produced and evidenced-based courses, with excellent retention and course completion rates, remain one of our unique strengths. The swift and successful introduction of on-line versions of our courses during 2020/21 meant that course participation is no longer limited by geography. And in future we will deepen and build upon existing relationships with commissioners and expand into the wider geographical areas across which commissioning is now based. This includes offering new courses, including those in support of those managing long COVID.

A key part of our mission is to publicise and promote the value of supported self-management. To that end our plans include engaging further with other potential funders outside of our NHS commissioning partners, including but not limited to front-line clinicians, social prescribers, local authorities, charitable trusts and employers. Raising awareness will support our efforts to reach more people who could and should benefit from our approach. We have refreshed and improved our website and social media channels in 2021 to underpin these imperatives.

There remains great potential to develop and expand our work in the medium term. In 2021/22 there remain challenges from the declining but still significant impact of the COVID-19 pandemic and NHS reorganisation. Self Management UK ended the 2020/21 year in a secure financial position as a result of robust stewardship and sheer hard work of Anthony Levy, who stepped down as Chair at the end of the year having completed his two three-year terms of office. Thanks are due to Anthony, and indeed all my fellow Trustees, for their time and commitment during such a challenging period. We also remain indebted to all our staff, under Ian Silver's leadership, and our team of volunteers, who have shown such commitment and resilience.

Nigel Turner (Chair)

TRUSTEES REPORT

Our Vision

A society in which everyone who lives with one or more long-term conditions has access to the high-quality self-management education and support that they need, enabling them to live healthier and happier lives.

Our Purpose

- to develop and promote effective, high quality, self-management education and support for everyone living with a long-term health condition and
- to promote wide access through the development of targeted programmes

Our Impact

- more people are better able to manage living with long-term conditions.
- seldom heard groups of people gain greater access to high-quality self-management education, reducing health inequalities
- the wider health and social care system recognises and supports fully high-quality self-management education and support.

Our Strategic Goals

- design and deliver evidence-based programmes to meet the requirements and needs of specific groups of people.
- promote the role of self-management within public health policy and delivery including the importance of access to support early on in a diagnosis.
- research and evidence the barriers and challenges people face to self-managing and what great self-management looks like to drive quality standards in outcomes for everyone.

Our Values & Behaviours

- we are person centred and are led by the experiences and views of people living with long-term health conditions.
- we are insight driven and evidence based in our focus and decision making.
- we are ambitious and strive for new ways to overcome barriers and challenges to achieving our purpose.
- we speak up and speak out when we need to in the interests of those with long-term conditions.

Person Centred Theory of Change

Our Theory of Change has been developed from more than 19 years of experience of delivering self-management in England. We always place the person at the centre of what we do, and this is reflected in our approach.

We believe that understanding a person's needs and how activated they are in their own health and care should be recognised at the start of a pathway of support for long-term conditions. By using recognised evaluation methodologies we are able to establish this right at the start of our pathways of care.

We offer a range of self-management education packages tailored to the levels of activation, making them relevant to the needs of each group whilst also ensuring exceptionally high levels of retention and value for money to the health and care system. Whilst other services may offer a lower unit cost at recruitment, our unit cost at completion offers better value to commissioners due to the higher retention of participants and the outcomes delivered.

Our range of programmes are trialled, researched, and validated by us or in partnership with others in health and social care for individual or multiple conditions, groups not able to access support and employers.

Our programmes are designed to provide practical tools to increase a person's skills, knowledge and confidence in managing a long-term condition, including:

- goal setting
- problem solving
- action planning
- communication with family, friends, and health care specialists
- how to navigate the health and care system.

Sustainable pathways of care are crucial to ensuring a person has access to on-going support and we re-assess a person's needs and level of activation after completing one of our programmes of support. This in turn allows us to signpost and onward refer a person to further support beyond the life of our programme.

We know, from the feedback we receive, that attending one of our programmes can often have a profound impact often with the smallest of goals being achieved.

The Challenge

One in four people have two or more chronic health conditions (multimorbidity) increasing to two thirds of people aged 65 years and over¹. It is estimated that 17% of all UK adults will have two or more chronic health conditions by 2035². Multi Morbidity presents a significant challenge to the health and care system and contributes to over 50% of G.P visits, nearly 80% of medicines prescriptions and 56% of unplanned A&E admissions².

Despite a continued focus within health and care policy on health inequalities, those with the lowest wealth have a 47% higher chance of multimorbidity and a 90% higher chance of having multimorbidity with 10 or more functional limitations compared with the most affluent².

Multimorbidity is not defined by age either, with 35% of those experiencing multiple chronic conditions aged between 55 years and 65².

Additionally, evidence shows that 30% of people with two or more chronic conditions also experience a co-existing mental health issues².

The impact of the last year on those who have one or more long-term condition cannot be underestimated. The COVID-19 pandemic has had a disproportionate impact on those experiencing existing inequality, particularly in areas of economic disadvantage and in Black, Asian and other minority ethnic groups⁴. This has been devastating, particularly considering the impact of inequality on the propensity and severity of long-term conditions.

Those with long-term conditions have faced a higher risk of severe symptoms of COVID-19, increased isolation, reduced access to planned treatment or ongoing support⁴ and ultimately a higher risk of neglect in the management of long-term conditions⁵.

Collectively we now face the biggest challenge in population health in modern times. The health and care system has, and continues to, rightly focus on supporting those with severe COVID-19 symptoms whilst delivering a national vaccination programme. As a result, the NHS waiting list now stands at more than 5 million people⁶, with concern growing that the number of people could go on to exceed 15 million.

Compounding this is the increasing numbers of people experiencing prolonged symptoms of COVID-19. Estimates of the number of people experiencing long COVID vary from between 1% (ZOE) of those who have tested positive and 10% (ONS). Regardless, long COVID presents a new challenge for the health and care system and one that presents complexity of symptoms and respective care.

1 [<https://www.england.nhs.uk/blog/dawn-moody-david-bramley/>]

2 [The Lancet [https://www.thelancet.com/journals/lanpub/article/PIIS2468-2667\(19\)30222-1/fulltext](https://www.thelancet.com/journals/lanpub/article/PIIS2468-2667(19)30222-1/fulltext)]

3 Michael Marmot, Jessica Allen, Peter Goldblatt, Eleanor Herd, Joana Morrison (2020). Build Back Fairer: The COVID-19 Marmot Review. The Pandemic, Socioeconomic and Health Inequalities in England. London: Institute of Health Equity

4 NHS Digital. Appointments in general practice August 2020—experimental statistics. 2020. <https://digital.nhs.uk/data-and-information/publications/statistical/appointments-in-general-practice/august-2020>

5 Jamie Hartmann-Boyce, Kamal R. Mahtani. Centre for Evidence-Based Medicine, Nuffield Department of Primary Care Health Sciences. University of Oxford

6 Figure reported as at July 2021

Our Response

The support we have provided over the past year has unequivocally shown that self-management plays a crucial role in supporting those with long-term health conditions.

Due to the advice on physical distancing and shielding, in March 2020 we suspended all face-to-face services and began investigating alternative ways, via online platforms, of providing supported self-management. Despite the support on offer, including funding from our commissioners and the potential to access furlough support, the importance of continuing to provide our services was paramount.

An underpinning principle of our self-management courses is the interaction between people. Our courses are designed for groups of up to 18 people and their carers to attend at one time. We create an inclusive space for people to be able to safely share their experiences of having one or more long-term conditions and to develop a sense of community and network support. The interaction between volunteers, tutors and participants is an important part of the impact our courses provide, particularly where attendees experience significant isolation and poor mental health, and it was therefore essential we develop an alternative that reflected the interaction between attendees and facilitators.

To safeguard the principles important to us, we made sure our response to the pandemic was truly co-produced with the people with whom we work and that we would meet the challenges faced collaboratively. Ensuring our change in delivery mode to online was relevant and met the needs of those we support, we asked our volunteers, tutors, people who attend our courses and staff if they would lead the development of our online services.

Online platforms exist to support those with diabetes, but very little provision exists for those with multiple long-term conditions or experiencing poor mental health. Where digital self-management

platforms do exist, they lack the interaction our courses provide and are not peer-led. Too often digital health platforms require an individual to complete an intervention in isolation. This requires a high level of self-motivation and does not foster the support or motivation that a group setting provides, and which is a fundamental part of the success of our courses.

In May 2020, we launched a pilot of our virtual X-PERT Diabetes course, consulting with staff, tutors and people attending, incorporating the feedback received into the course. We were surprised by the popularity of the course and by the end of the summer of 2020 we were operating at pre pandemic capacity. By March 2020, we had delivered 10 further X-PERT courses at no cost to our commissioners, to ensure we could meet the demand of those wanting to attend, increasing course retention rates from 86% for our face-to-face courses, to 90% for the virtual format.

“We are the only provider in the region who has developed an alternative way of delivering services and able to provide support”

We launched pilots of our virtual multi-condition course in the Autumn of 2020 and our Mental Wellbeing course in January 2021. Again, the virtual alternatives have been exceptionally popular, and the feedback received overwhelmingly positive. In fact, our Mental Wellbeing course is operating at full capacity and recording 100% retention of those who start.

“This is a good news story for the whole of the ICS. It has been challenging to reach those we need to and this demonstrates we are taking the right steps for our populations”

We have been humbled by the work of our staff, tutors, volunteers and those who attend our services. The pandemic brought exceptional challenges for us as a charity and for all people involved in our work on both a personal and professional capacity. And yet, despite this, they sought to create a new service that would allow us to continue to provide access to our supported self-management, the success of which is testament to their hard work under exceptional circumstances.

TACKLING HEALTH INEQUALITIES

The lack of provision and access to high quality self-management for many communities and populations, particularly those in areas of economic challenge and Black, Asian and Minority Ethnic (BAME) groups is a central focus of our mission. It was therefore crucial that our response to the pandemic reached those previously excluded groups.

Our virtual Multi Condition and Mental Wellbeing courses have seen a change in the demographic of those who attend. We are seeing a higher proportion of males (50% of attendees), younger age groups (now from 25 years of age) and a higher proportion of attendees from a Black African/ Caribbean background (70%).

Our focus continues to be on ensuring those individuals and communities where access to support is challenged, are central to our service provision. COVID-19 has amplified the need for increased engagement with marginalised groups and health and care strategies that support this.

Although we have developed a virtual course alternative to our face-to-face support, we are acutely aware of the limitations such platforms have in the absence of face-to-face support. This is why we are working closely with our commissioning partners and recently, Guys and St Thomas's Charity, to

gather and analyse data to identify those groups and populations who are excluded from accessing supported self-management, and the reasons why.

In 2021, this will be a core focus of our service provision, to co-produce self-management platforms that address this need, but also inform policy on tackling increasing exclusion to support at a time when people's and communities' access to services is restricted but needed more than ever before.

THE FUTURE

Each year we review our strategic objectives, a process that incorporates feedback from staff, volunteers, people who attend our courses and the wider self-management community.

The past year has presented many challenges for the charity, its staff, tutors, volunteers and those that access our support. We are proud of the work that everyone involved has undertaken to help us respond to the pandemic, often whilst dealing with their own circumstances. It has not been easy, but we have shown that the changes we have made to the charity's structure and systems in previous years, and our approach to meeting the challenges we have faced, have been the right ones.

We have been able to accelerate many of the priorities we have identified as important to our work, most prominently, our development of online alternatives for our supported self-management courses.

We are now operating at pre pandemic capacity with our Diabetes, Multi Condition and Mental Wellbeing courses. In fact, in some cases we are over-subscribed. Our online courses have allowed us to reach people where access to supported self-management has previously been restricted and we are now reaching a much broader audience in age, ethnicity and geographic location.

The previous year has provided an opportunity to further develop our strategic ambitions for the next 3 years.

- We will further develop the range of delivery options targeted at identified groups and conditions, continuing to ensure our services and innovation is co-produced.
- Funding has consistently been a challenge, particularly where we have been reliant on statutory commissioning of our services. This has, and continues to be, important in ensuring we are able to provide access to our supported self-management and we are targeting an increase in the number of customers and extend contract terms. Additionally, we will target greater funding for our research and innovation.
- Research is an important focus of our work, ensuring the continued innovation of self-management, increasing the scope and reach of services whilst ensuring high quality service provision. As a result, we will establish a grant funded research programme focussed on unmet need, inequalities and programme effectiveness.
- Our focus has been on transforming the structure and systems within the charity, ensuring we are more agile and offer exceptional value of money to our funders. We have now completed a widespread programme of transformation and now look to expand

communications investment to promote effective self-management, the charity's leading role and the voice of people living with long term conditions.

- Our volunteers are fundamental to who we are and the work that we do. We are conscious that we could do so much more for our volunteers but have been limited by funding our volunteer activity ourselves. As a result, we will seek funding to help accelerate the development of a larger volunteer support programme to enable volunteers to be effectively recruited, trained and supported in a wider range of opportunities.

FINANCIAL PERFORMANCE & REVIEW

This year we recorded a deficit of (£13k) that was funded from reserves. This is lower than the previous year (£37k) but reflects the investment made in developing our virtual courses and increasing service provision against one of our contracted services by 60% at no cost to our commissioning partners to help meet much needed demand. Income was £373k, down on the previous year's performance (578k). This was expected resulting from the impact of the pandemic. Despite the drop in income, the changes made to improve our structures and systems has to an extent reduced our cost base whilst safeguarding our delivery capability, capacity and quality. Additionally, marginally reduced costs were experienced as a result of the pandemic and our move to virtual supported self-management.

Between April 2020 and June 2020, we received financial support through the Governments Furlough scheme. At the end of this period, we had negotiated financial support from our commissioning partners for the duration of the financial year to minimise the impact of the suspension of our services. In light of the financial support received from our commissioning partners, we decided it appropriate to repay the funding received through the furlough scheme in full, totalling £19k.

Having robust financial processes and systems in place has been essential and this is reflected in a closing cash balance for the year of £217k (2020: £210k), with Capital & Reserves at £186k (2020: £199k).

RESERVES

The charity needs to hold sufficient reserves to provide adequate financial stability and the means for it to meet its charitable objectives for the near future. The charity's reserve policy is to maintain a level of reserves to cover 3 months' staff and running costs which amount to £124k. The total reserves as of 31st March 2021 are £186k (2020: £200k) all of which are unrestricted and within the parameters of the reserves policy.

The reserves position is regularly reviewed to ensure that they are adequate to fulfil the charity's continuing obligations. The reserves are continually aligned with actual operating costs.

GOVERNANCE, STRUCTURE & MANAGEMENT

REFERENCE & ADMINISTRATION

Charity Name: Self Management UK Limited

Registered Charity Number: 1146727

Company Registered Number: 07998365

Charity's Principal Address: Suite 409, Chadwick House, Birchwood Park, Warrington

WA3 6AE

Accountants: Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG

Bankers: HSBC, 11 Stamford New Road, Altrincham, Cheshire, WA14 1BW

TRUSTEES

Self Management UK's Trustees are responsible for the effective governance and direction of the charity. They are unpaid but provide an invaluable service in supporting the aims of the charity.

Trustees who served within the year and since are:

Anthony Levy - Chairman	(from 22nd July 2015 and trustee from 31st March 2015. Tenure ended 31 st March 2021)
Nigel Turner – Chair	(From 1 st April 2021)
Lisa Quinlan-Rahman – Vice Chair	(Elected 1st July 2016 – Re-elected on 30 th June 2019)
Marc Berryman - Honorary Treasurer	(Elected on 31 st May 2019, Resigned 10 th August 2021)
Jane Brooks	(Elected 1st July 2016, Re-elected on 30 th June 2019)
Erica Cassin	(Elected 25 th April 2019)
Mary Newman	(Elected 1 st April 2021)

FUNDRAISING

In accordance with the Charities Act 2016, The Trustees confirm the charity's compliance with the fundraising approach set out by the Charity Commission guidance 'Charity fundraising: a guide to trustee duties (CC20)' voluntary scheme of regulation.

The charity does not source funding through direct mailing/contact individual donors, legacies, campaigning, or any other public facing activity and as such is currently not registered with the Fundraising Regulator.

All fundraising activity is monitored weekly by the Chief Executive and regularly by the Trustees. Additionally, the Fundraising and Marketing Committee provides oversight to the Head of Sales and Marketing and Chief Executive ensuring compliance with the voluntary scheme of regulation.

The Trustees can report that no complaints have been received in relation to fundraising activity. In complying with the Data Security and Protection requirements, the charity seeks explicit consent for an individual to be contacted regarding any communication, including fundraising activity. The charity supports those populations experiencing significant challenges because of having one or more long-term conditions, including those experiencing mental health issues. The charity has a duty of care to its beneficiaries, particularly those considered vulnerable and, at this time, the charity does not consider contacting individuals as a part of its fundraising activity. Should fundraising from individuals be considered, the Trustees would apply safeguards including, but not limited to, suppressions under the Fundraising Preference Service.

TRUSTEES' STATEMENT ON PUBLIC BENEFIT

We continually review our aims, objectives, and activities throughout the year. The process of review ensures that past, on-going and future activities are aligned with, and remain focused on, our aims and objectives.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how the charity's activities will contribute to the aims and objectives they have set. The Trustees' report gives a description of the activities undertaken by the Trust during the period to further its charitable purposes, and the trustees are satisfied that such activities provide public benefit.

GOVERNING DOCUMENT

The charity is registered as a Charitable Company limited by guarantee and was set up by a Memorandum of Association on 20th March 2012.

METHOD OF APPOINTMENT OF TRUSTEES

Each Trustee is appointed for a term of 3 years, after which they can offer themselves for reappointment for a further term of 3 years.

Trustees are appointed following assessment of skills and experience in line with the requirements of the charity. Appointments are made by agreement by all trustees and a member of the Senior Management Team, normally the Chief Executive.

POLICIES & PROCEDURES FOR THE INDUCTION OF TRUSTEES

All trustees are provided a thorough induction and include:

- Training on the role and responsibility of a charity trustee
- Meetings with the Chairman and fellow Trustees
- Meetings with the Chief Executive and Senior Management Team
- Meetings with other staff members and volunteers

- Opportunities to attend the activities provided by Self Management UK and
- Other training

ORGANISATIONAL STRUCTURE

Subject to the Articles, the Trustees are responsible for the management of the charity's business, for which purpose they may exercise all the powers of the charity.

The Trustees have appointed a Chief Executive responsible for the day-to-day leadership and management of the organisation. He is supported by Head of Sales and Marketing, Head of Finance and a highly flexible team of paid staff and volunteers.

MANAGEMENT PERSONNEL

During the 2020/21 financial year the Management Team consisted of:

- Ian Silver – Chief Executive
- Sarah Barker – Head of Sales and Marketing

Senior management and executive pay is set having regard to the National Council of Voluntary Organisations (NCVO) guidance, recommendations and calculations as set out by the NCVO in its 'Report of the Enquiry into Charity Senior Executive Pay and Guidance for Trustees in Setting Remuneration'. In addition, senior executive pay is also benchmarked from time to time against that of charities demonstrating similar income and number of paid staff.

INVESTMENT POLICY

The Trustees have considered the most appropriate policy for investment of funds and have found that short term deposit accounts meet their requirements.

RISK MANAGEMENT

Self Management UK has a formal risk management process through which the major risks in the organisation are managed. Risks are ranked by likelihood, impact and control effectiveness, culminating in a risk register that clearly shows escalated risks which is updated on a regular basis. Together with the current mitigating actions the Trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

Since March 2020, an additional Risk Register is in place specifically addressing risks associated with COVID-19. This register identifies principal risks to the charity's finances, operations, environment and staff. This register is reviewed regularly against mitigating actions, controls, and monitoring in place.

The principal COVID-19 risks and uncertainties identified by the charity are:

- Sales: The impact of COVID-19 on commissioning decisions and significant demand for funding and grants.
- Income: delivering income against the value of contracted services in the face of continued challenges presented by COVID-19

- Environment: Continued change and transformation within the NHS, our primary source of funding and the impact on strategic commissioning for long-term conditions.
- Staff & Volunteers: The impact on the past 18 months on the wellbeing of staff and volunteers

DECLARATION

The report of the Trustees has been prepared in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

TRUSTEE STATEMENT

The Trustees (who are also directors of Self Management UK Limited for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

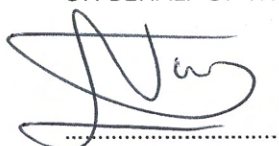
Company law or GAAP UK requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company at the balance sheet date, and of the charitable company's net movement in funds, including income and expenditure, for 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;
- make judgments and accounting 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; and
- 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 proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

ON BEHALF OF THE BOARD:



Nigel Turner
Chair

Date: 6 October 2021

INDEPENDENT EXAMINER'S REPORT

I report to the charity trustees on my examination of the accounts of the charitable company for the year ended 31 March 2021.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.


Independent examiner's statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am member of ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.


Jane Askew ACA
Haysmacintyre LLP
10 Queen Street Place
London
EC4R 1AG

Date: 6 October 2021

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING THE INCOME & EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021

	Note	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Income from:					
Donations and legacies	3	500	19,242	19,742	-
Charitable activities	4	352,791	-	352,791	578,079
Investments		192	-	192	799
Total income		353,483	19,242	372,725	578,878
Expenditure on:					
<i>Raising funds</i>	5	50,421	-	50,421	18,143
<i>Charitable activities:</i>	5				
Training & Education		151,062	19,242	170,304	466,000
Research & Development		85,685	-	85,685	40,578
Advocacy		79,150	-	79,150	91,271
Total expenditure		366,318	19,242	385,560	615,992
Net (expenditure) for the year		(12,835)	-	(12,835)	(37,114)
Net movement in funds		(12,835)	-	(12,835)	(37,114)
Reconciliation of funds					
Total funds brought forward		199,655	-	199,655	236,769
Total funds carried forward	12	186,820	-	186,820	199,655

Income and net movement in funds in each of the financial periods arise from continuing operations.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The comparative Statement of Financial Activities and Statement of funds notes are provided in notes 20-21.

The notes on pages 17 to 29 form part of these financial statements.

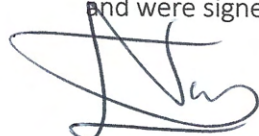
SELF MANAGEMENT UK LIMITED (A COMPANY LIMITED BY GUARANTEE)

BALANCE SHEET
AS AT 31 MARCH 2021

	Note	2021 £	2020 £
FIXED ASSETS			
Tangible assets	8	5,182	8,913
CURRENT ASSETS			
Stocks		2,182	5,593
Debtors	9	23,357	62,341
Cash at bank and in hand		217,293	210,372
		<u>242,831</u>	<u>278,306</u>
CREDITORS: amounts falling due within one year	10	<u>(61,193)</u>	<u>(87,564)</u>
NET CURRENT ASSETS		<u>181,638</u>	<u>190,742</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>186,820</u>	<u>199,655</u>
CHARITY FUNDS			
Restricted funds	12	-	-
Unrestricted funds	12	186,820	199,655
Total funds		<u>186,820</u>	<u>199,655</u>

The directors consider that the company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") and members have not required the company to obtain an audit for the year in question in accordance with section 476 of the Act. The directors acknowledge their responsibility for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at 31 March 2021 and of its result for the year then ended in accordance with the requirements of sections 394 and 395 of the Act and which otherwise comply with the requirements of the Companies Act 2006 relating to the financial statements so far as applicable to the company.

The financial statements were approved and authorised for issue by the Trustees on 6th October 2021 and were signed on their behalf by:



Nigel Turner
Chair

The notes on pages 17 to 29 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021
Cash flows from operating activities

	2021 £	2020 £
Net cash provided by/(used in) operating activities	6,729	(154,176)
Cash flows from investing activities		
Investment income	192	799
Purchase of tangible fixed assets	-	(12,395)
Net cash provided by/(used in) investing activities	192	(11,596)
Change in cash and cash equivalents in the period	6,921	(165,772)
Cash and cash equivalents at the beginning of the reporting period	210,372	376,144
Cash and cash equivalents at the end of the reporting period	217,293	210,372

Reconciliation of net (expenditure) /income to net cash flow from operating activities

	2021 £	2020 £
Net expenditure for the reporting period (as per the statement of financial activities)	(12,835)	(37,114)
Adjustments for:		
Depreciation charge	3,732	3,482
Investment income	(192)	(799)
Decrease/(increase) in stock	3,411	(5,593)
Decrease in debtors	38,984	56,195
Decrease in creditors	(26,371)	(170,347)
Net cash provided by/(used in) operating activities	6,729	(154,176)

Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand	217,293	210,372

The notes on pages 17 to 29 form part of these financial statements.

1. ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation, uncertainty in the preparation of the financial statements are as follows:

Self Management UK Limited meets the definition of a public benefit entity under FRS 102.

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 (FRS 102) – (Charities SORP (FRS 102) (Second edition, effective 1 January 2019)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and Company Act 2006.

Company status

The charity is a company limited by guarantee registered in England and Wales. The registered office is Suite 409, Chadwick House, Birchwood Park, Warrington, WA3 6AE. The members of the company are the Trustees. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

Preparation of the accounts on a going concern basis

In order to comply with the principle of going concern, the Trustees have considered the Charity's business activities including uncertainty around future income, the current level of reserves and the principal risks, including those arising from the Covid-19 pandemic, as set out in the Report of Board of Trustees. The Trustees have reviewed the latest financial forecast and are satisfied that the Charity will be able to operate within the level of its existing funds and reserves for the foreseeable future. The accounts are prepared on a going concern basis.

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 charity and which have not been designated for other purposes.

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

1. ACCOUNTING POLICIES (continued)**Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Recognition of income is deferred where condition specify that such income relates to future accounting periods. Where donors specify that funds are for specific purposes such income is included in incoming resources of restricted funds.

Donations and gifts are included in full in the Statement of Financial Activities when there is entitlement, probability of receipt and the amount of income receivable can be measured reliably. Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and it is then not deferred.

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

Expenditure

Expenditure is recognized once there is a legal or constructive obligation to make a payment to a third party, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.

Cost of raising funds comprise the percentage costs any direct costs relating to fundraising and their associated support costs.

Expenditure on charitable activities includes the costs of all activities undertaken to further the purposes of the charity relating to the strategic vision and their associated support costs.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not undertake charitable activities. Support costs include back office costs, IT, personnel, payroll, communication, legal and professional fees and governance costs which support the Charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support cost have been allocated are set out in note 5.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Employee benefits***Short term benefits***

Short term benefits including holiday pay are recognized as an expense in the period in which the service is received.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**1. ACCOUNTING POLICIES (continued)***Employee termination benefits*

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Pension Scheme

The Charity operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of the Charity in an independently administered fund. The pension costs charged in the financial statements represent the contributions payable during the year.

Operating Leases

Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight-line basis over the life of the lease.

Tangible fixed assets and depreciation

All assets costing more than £500 are capitalised. Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Fixtures and fittings	- 33% straight line method
Furniture and equipment	- 25% straight line method
Computer equipment	- 33% straight line method

Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognized at transaction value and subsequently measured at their settlement value.

Debtors

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

Cash at the bank and in hand

Cash at bank and cash 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.

Creditors and provisions

Creditors and provisions are recognized where the charity and group 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 recognized at their settlement amount after allowing for any trade discount due.

Statement of cash flows

The charitable company's cash flow statement reflects the presentation requirements of FRS 102

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

2. JUDGEMENT IN APPLYING ACCOUNTING POLICIES AND KEY RESOURCES OF ESTIMATION UNCERTAINTY

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. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. The trustees consider the following items to be areas subject to estimation and judgement.

Depreciation:

The usual economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that actual useful lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively. As tangible fixed assets are not significant variances between actual and estimated useful economic lives will not a material impact on the operating results. Historically no changes have been required.

3. DONATIONS	Unrestricted Funds £	Restricted funds £	Total 2021 £	Total 2020 £
Other	500	19,242	19,742	10,000
	<u>500</u>	<u>19,242</u>	<u>19,742</u>	<u>10,000</u>

There were restricted funds of £19,242 and unrestricted donations of £500 during the year (restricted donations 2020: 10,000). Restricted funds in 2021 related to the Coronavirus Job Retention Scheme. As described further in note 13, all furlough funds have been repaid to avoid double funding of the charity's employment costs by government bodies.

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Training and courses	325,791	-	325,791	560,819
Consultancy services	27,000	-	27,000	17,260
	<u>352,791</u>	<u>-</u>	<u>352,791</u>	<u>578,079</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

5. EXPENDITURE:	Direct Costs £	Direct Staff Costs £	Support Costs £	Total 2021 £
<i>Raising Funds:</i>				
Fundraising	78	5,935	44,408	50,421
<i>Charitable Activities</i>				
Training & Education	23,593	78,931	67,780	170,304
Research & Development	173	13,058	72,454	85,685
Advocacy	392	29,676	49,082	79,150
Total	24,236	127,600	233,724	385,560

Of the total expenditure £19,242 was restricted (2020: 10,000)

Allocation of support costs to activities

	Training & Education £	Research & Development £	Advocacy £	Fundraising £	Total 2021 £
Staff & travel related costs	25,958	38,555	23,751	23,866	112,130
Premises	14,213	15,193	10,292	9,312	49,010
Office costs	4,347	4,646	3,147	2,848	14,988
IT costs	8,701	9,301	6,301	5,701	30,004
Communications	-	-	-	-	-
Legal & professional fees	-	-	-	-	-
Governance – staff	11,498	1,484	3,372	674	17,028
Governance - other	3,064	3,275	2,218	2,007	10,564
Total	67,781	72,454	49,081	44,408	233,724

Support costs have been allocated based on percentage of direct costs to the relevant activities.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

5. EXPENDITURE (Continued) Comparative note	Direct Costs £	Direct Staff Costs £	Support Costs £	Total 2020 £
<i>Raising Funds:</i>				
Fundraising	-	9,730	8,413	18,143
<i>Charitable Activities</i>				
Training & Education	74,896	175,028	216,076	466,000
Research & Development	198	21,565	18,815	40,578
Advocacy	298	48,652	42,321	91,271
Total	75,392	254,975	285,625	615,992

Allocation of support costs to activities (comparative)

	Training & Education £	Research & Development £	Advocacy £	Fundraising £	Total 2020 £
Staff & travel related costs	115,922	10,094	22,705	4,513	153,234
Premises	19,169	1,669	3,754	746	25,338
Office costs	11,998	1,045	2,350	467	15,860
IT costs	31,612	2,753	6,192	1,231	41,788
Communications	7,086	617	1,388	276	9,367
Legal & professional fees	-	-	-	-	-
Governance – staff	24,121	2,100	4,724	939	31,884
Governance - other	6,169	537	1,208	240	8,154
Total	216,077	18,815	42,321	8,412	285,625

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

6. NET EXPENDITURE IN THE YEAR	2021	2020
	£	£
This is stated after charging:		
Depreciation of tangible fixed assets:		
- owned by the charity	3,732	3,482
Independent examiners fees (excluding VAT)	4,890	4,415
Pension costs	7,065	10,738
Operating lease charges	11,712	15,950
	<u> </u>	<u> </u>
7. STAFF COSTS	2021	2020
	£	£
Salaries	198,230	368,532
Social security costs	9,902	29,271
Pension costs	7,065	10,738
Redundancy and termination costs	5,077	11,729
	<u> </u>	<u> </u>
	<u>220,274</u>	<u>420,270</u>

The average monthly number of employees during the year was as follows:

	Number	Number
Raising funds	-	-
Charitable activities	4	13
Support	5	8
Governance	-	-
	<u> </u>	<u> </u>
	<u>9</u>	<u>21</u>
The number of higher paid employees was:		
In the band £60,001 - £70,000	1	1
	<u> </u>	<u> </u>
	<u>1</u>	<u>1</u>

Pension contributions on behalf of higher paid staff totaled £3,623 (2020: £3,623).

The key management personnel of the charity as agreed by the trustees are the Senior Management Team, comprising the Chief Executive and Departmental Heads. The total employee benefits of the key management personnel were £133,839 (2020: £161,317).

During the year the Trustees received benefits of £nil (2020 - £nil).

During the year, no Trustees received reimbursement of expenses (2020 - 2 Trustees received reimbursement of expenses of £378 for travel and subsistence).

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

8. TANGIBLE FIXED ASSETS

	Computer equipment	Fixtures & fittings, furniture & equipment	Software	Total
	£	£	£	£
Cost				
At 1 April 2020	141,267	47,376	105,533	294,176
Additions	-	-	-	-
At 31 March 2021	141,267	47,376	105,533	294,176
Depreciation				
At 1 April 2020	132,354	47,376	105,533	285,263
Charge for the year	3,732	-	-	3,732
At 31 March 2021	136,086	47,376	105,533	288,995
Net book value				
At 31 March 2021	5,181	-	-	5,181
At 31 March 2020	8,913	-	-	8,913

9. DEBTORS

	2021	2020
	£	£
Trade debtors	14,735	52,680
Other debtors	2,700	125
Prepayments and accrued income	5,922	9,535
	23,357	62,340

10. CREDITORS: amounts falling due within one year

	2021	2020
	£	£
Trade creditors	1,574	5,371
Other taxation and social security	8,656	5,641
Other creditors	42,460	10,910
Accruals and deferred income	8,503	65,643
	61,193	87,565

11. DEFERRED INCOME

	2021	2020
	£	£
Balance deferred at 1 April 2020	49,530	163,957
Amount released to income	(49,530)	(163,957)
Amount deferred at the year end	-	49,530
Balance deferred at 31 March 2021	-	49,530

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

11. DEFERRED INCOME (continued)

Deferred income comprises of grants and contract income received which the charity is not entitled to in the current year and only released to the Statement of Financial Activities once conditions to entitlement have been met.

12. STATEMENT OF FUNDS	Brought Forward £	Income £	Expenditure £	Carried Forward £
Unrestricted funds				
General funds	199,655	353,483	(366,318)	186,820
Restricted funds				
Support Fund	-	19,242	(19,242)	-
Total funds	199,655	373,425	(385,560)	186,820

13. SUMMARY OF FUNDS	Brought Forward £	Income £	Expenditure £	Carried Forward £
Unrestricted funds	199,655	353,483	(366,318)	186,820
Restricted funds	-	19,242	(19,242)	-
	199,655	372,725	(385,560)	186,820

The Support Fund relates to funds received under the government's furlough scheme. Some staff were furloughed between April and June 2020 and funds claimed through the UK's COVID-19 furlough scheme for this period. Negotiation with our NHS Commissioners resulted in continued payment in full against our commissioned contracts. The Trustees therefore determined that all furlough funds were to be repaid to avoid double funding of the charity's employment costs by government bodies.

14. ANALYSIS OF NET ASSETS	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
Fixed assets	5,181	-	5,181	8,913
Current assets	242,831	-	242,831	278,306
Current liabilities	(61,193)	-	(61,193)	(87,564)
	186,820	-	186,820	199,655

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

15. PENSION COMMITMENTS

The charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £7,065 (2020 - £10,738). Contributions totalling £1,102 (2020 - £1,265) were payable to the fund at the balance sheet date and are included in creditors.

16. OPERATING LEASE COMMITMENTS

At 31 March 2020 the charity's minimum operating lease payments are as follows:

	Land and buildings		Other	
	2021	2020	2021	2020
	£	£	£	£
Within one year	11,712	12,000	-	-
Between one and five years	-	-	-	-
	<u>11,712</u>	<u>12,000</u>	<u>-</u>	<u>-</u>

The charge to the Statement of Financial Activities is £11,712 (2020: £12,000).

17. RELATED PARTY TRANSACTIONS

Please see note 7 for related party transactions with individual trustees.

18. POST BALANCE SHEET EVENTS

There have been no post balance sheet events.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

19. SUBSIDIARY RESULTS

The Charity ceased to be controlled by another party in May 2016. During 2015 the charity became the sole controller of the Expert Patients Programme Community Interest Company, a company registered in England and Wales, company number 05964023. There were no transactions in the subsidiary entity in the year.

Balance Sheet as at 31 March 2021

	2021	2020
	£	£
Current assets		
Debtors	-	-
Cash at bank and in hand	<u>12</u>	<u>12</u>
Creditors: amounts falling due within one year	<u>-</u>	<u>-</u>
Net current assets		
Total assets less current liabilities	<u>12</u>	<u>12</u>
Capital and reserves		
Share capital	3	3
Capital Redemption Reserves	9	9
Profit and loss account	<u>0</u>	<u>0</u>
Shareholders' funds	<u>12</u>	<u>12</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

20. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total 2020 £
Income from:			
Donations and legacies	-	-	-
Charitable activities	578,079		578,079
Investments	799	-	799
Total income	578,878	-	578,878
Expenditure on:			
<i>Raising funds</i>	8,143	10,000	18,143
<i>Charitable activities:</i>			
Training & Education	466,000	-	466,000
Research & Development	40,578	-	40,578
Advocacy	91,271	-	91,271
Total expenditure	605,992	10,000	615,992
Net (expenditure) for the year	(27,114)	(10,000)	(37,114)
Net movement in funds	(27,114)	(10,000)	(37,114)
Reconciliation of funds			
Total funds brought forward	226,769	10,000	236,769
Total funds carried forward	199,655	-	199,655

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

21. COMPARATIVE STATEMENT OF FUNDS

	Brought Forward 2019	Income	Expenditure	Carried Forward 2020
	£	£	£	£
Unrestricted funds				
General funds	226,769	578,878	(605,992)	199,655
Restricted funds				
Charitable Activities	10,000	-	(10,000)	-
Total funds	236,769	578,878	(615,992)	199,655

Unrestricted funds came from providing services mainly to the NHS organisations across England and Wales but also to universities and other charities in relation to self - management.

The Restricted funds relate to three grants received from Awards for All – unspent, One Stop Shop and The Liz and Terry Bramhall Foundation for support groups.

22. COMPARATIVE ANALYSIS OF NET ASSETS

	Unrestricted Funds	Restricted Funds	Total Funds 2020
	£	£	£
Fixed assets	8,913	-	8,913
Current assets	278,306	-	278,306
Current liabilities	(87,564)	-	(87,564)
	199,655	-	199,655

