

# UPLANDS ENTERPRISE TRUST

England & Wales · Charity number 1148086

## Details

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**Other names** UPLANDS EDUCATIONAL TRUST

**Status** Registered

**Legal form** Charitable company

**Company number** [08011951](#)

**Registered** 2012-07-13

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** Uplands Enterprise Trust Learning Centre  
Stratton Road  
Swindon  
SN1 2PN

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**Email** [carterm@brunel.org.uk](mailto:carterm@brunel.org.uk)

**Website** <http://uplandseducationaltrust.org.uk/>

## Activities

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**Objects:** THE OBJECTS OF THE CHARITY ARE:(1) TO ADVANCE FOR THE PUBLIC BENEFIT EDUCATION IN THE UNITED KINGDOM, IN PARTICULAR BUT WITHOUT PREJUDICE TO THE GENERALITY OF THE FOREGOING BY DEVELOPING, MANAGING AND PROVIDING, EITHER DIRECTLY OR THROUGH THIRD PARTIES, EDUCATION AND TRAINING TO PUPILS AT UPLANDS SCHOOL IN SWINDON (OR ANY SUCCESSOR SCHOOL TO IT);(2) PROMOTING FOR THE BENEFIT OF THE INHABITANTS OF SWINDON AND THE SURROUNDING AREA THE PROVISION OF FACILITIES FOR RECREATION OR OTHER LEISURE TIME OCCUPATION OF INDIVIDUALS WHO HAVE NEED OF SUCH FACILITIES BY REASON OF THEIR YOUTH, AGE, INFIRMITY OR DISABLEMENT, FINANCIAL HARDSHIP OR SOCIAL AND ECONOMIC CIRCUMSTANCE OR FOR THE PUBLIC AT LARGE IN THE INTERESTS OF SOCIAL WELFARE AND WITH THE OBJECT OF IMPROVING THE CONDITION OF LIFE OF THE SAID INHABITANTS; AND(3) TO ADVANCE HEALTH AND RELIEVE DISABILITY BY IMPROVING THE MORALE, CONFIDENCE, WELL-BEING, SKILLS AND ABILITIES OF THOSE DEEMED VULNERABLE.

**Activities:** UET is a Swindon based charity who's aim is to enable young people, regardless of their special educational needs, to shape their own future and contribute to their community; breaking down barriers

towards disabled young people through meaningful community inclusion. Our mission is to create living and working opportunities, enable meaningful lives and support families.

## Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability, Economic/community Development/employment, Recreation
- **Who:** Children/young People, People With Disabilities, The General Public/mankind

## Geography

- Throughout England And Wales

## Finances

Period end	Income	Expenditure	Assets	Employees
2024-08-31	£1,800,920	£1,514,420	£706,448	70
2023-08-31	£1,352,217	£1,306,462	£419,948	54
2022-08-31	£1,288,479	£1,161,122	£374,193	51
2021-08-31	£982,770	£969,198	£246,836	42
2020-08-31	£797,810	£980,984	£233,264	38

## Trustees

Name	Role	Appointed
JACQUELINE ANITA FIELDWICK MBE	Chair	2012-06-27
Alan Stone		2022-01-25
Christopher Sims		2020-01-29
DEREK ALAN DINSEY		2012-06-27
Jeff Smith		2012-11-15
Philip Helme		2024-08-15
Susan Dinsey		2016-02-09

**UPLANDS ENTERPRISE TRUST**

England & Wales - Charity number 1148086

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# Accounts

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Registered number: 08011951  
Charity number: 1148086



S K I L L S F O R E V E R

Helping young people and adults with  
additional needs to help themselves

**UPLANDS ENTERPRISE TRUST**

(A company limited by guarantee)

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2024**

**UPLANDS ENTERPRISE TRUST**  
**(A company limited by guarantee)**

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**UPLANDS ENTERPRISE TRUST**  
**(A company limited by guarantee)**

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

<b>Trustees</b>	M L Carter, Secretary D A Dinsey, Trustee S J Dinsey, Trustee J A Fieldwick, Trustee P Helme, Trustee (appointed 15 August 2024) C D Sims, Trustee J Smith, Trustee A J Stone, Trustee D R Boden, Trustee (resigned 19 September 2024)
<b>Company registered number</b>	08011951
<b>Charity registered number</b>	1148086
<b>Registered office</b>	Stratton Road Swindon SN1 2PN
<b>Company secretary</b>	M L Carter
<b>Chief executive officer</b>	J Fieldwick
<b>Independent auditors</b>	Regulatory Audit Chartered Accountants & Statutory Auditors Vicarage Court 160 Ermin Street Swindon Wiltshire SN3 4NE
<b>Solicitors</b>	Stone King LLP Boundary House 91 Charterhouse Street London EC1M6HR

**UPLANDS ENTERPRISE TRUST**  
**(A company limited by guarantee)**

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their annual report together with the audited financial statements of the Uplands Enterprise Trust for the year ended 31 August 2024. The trustees have adopted the provisions of the 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 (FRS102)(effective January 2019).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

**Introduction - The UET Journey**

**Where UET Began**

Uplands Enterprise Trust (UET) is a Swindon based charity that **helps young people with additional needs to help themselves**. UET is led by a knowledgeable Board of voluntary Trustees and run by enthusiastic, skilled, and creative staff. The Trust is an innovative charity which is constantly developing, expanding and actively working to improve the outcomes of young people and adults (YP&A) with additional needs, within Swindon and the surrounding areas.

This unique charitable trust was set up in 2012 in response to the need for meaningful opportunities for young people with additional needs once their formal education ended. At that time, the reality for these young people when they left education would have been that they embarked on a life of leisure for the remainder of their adult lives. The **early retirement** option was not welcomed by the young people or their families who had worked extremely hard in partnership with their child's school to prepare them for a purposeful life contributing to their local community.

UET was created to ensure that this aspiration, to be valued by and contribute to the local community, was realised for these young people, regardless of the barriers caused by their additional needs, as there were very few post education opportunities available to them in the local area.

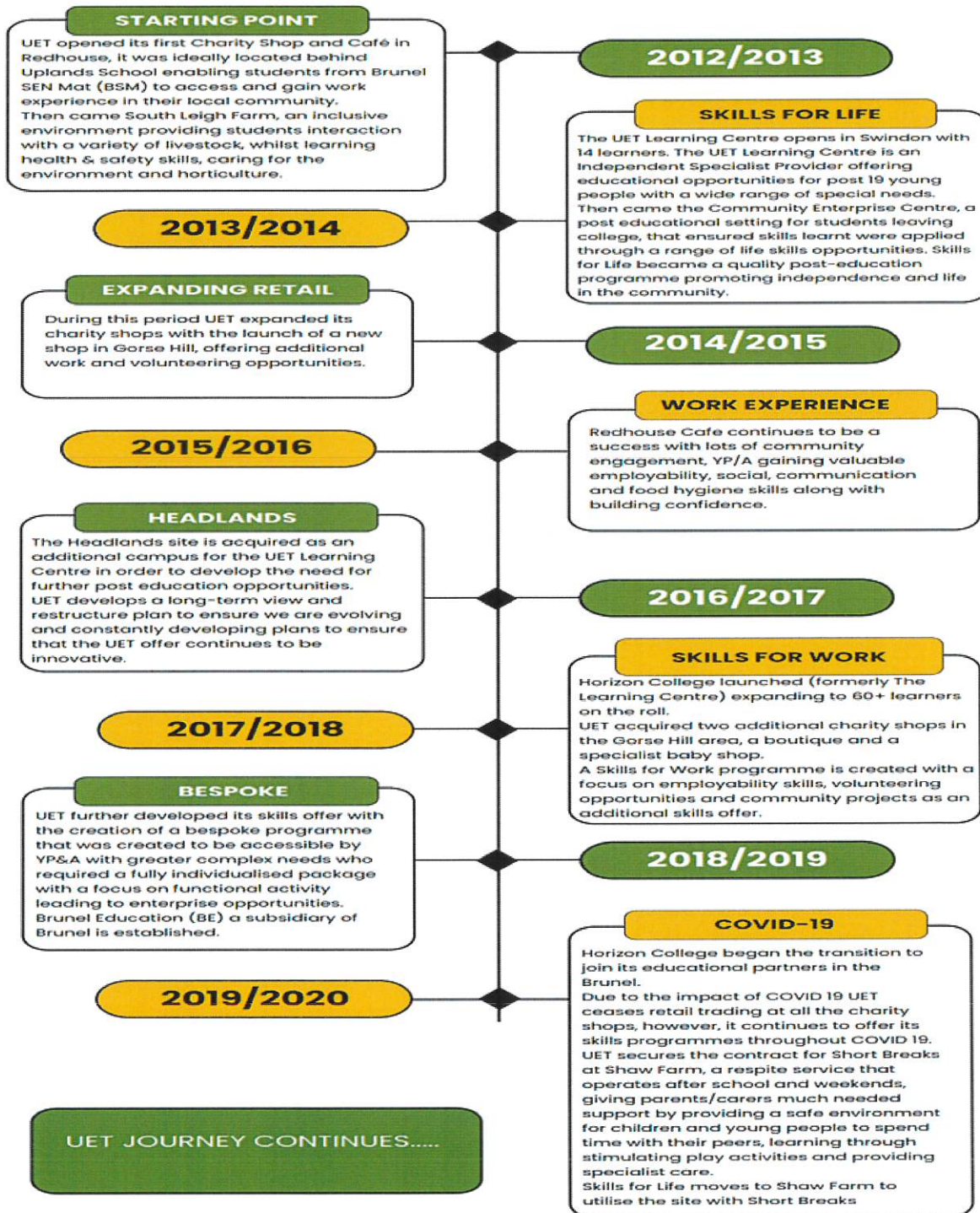
UET is now a thriving charity supporting over a 100 young people to lead active, fulfilled lives, enabling them to contribute to their local community.



UPLANDS ENTERPRISE TRUST  
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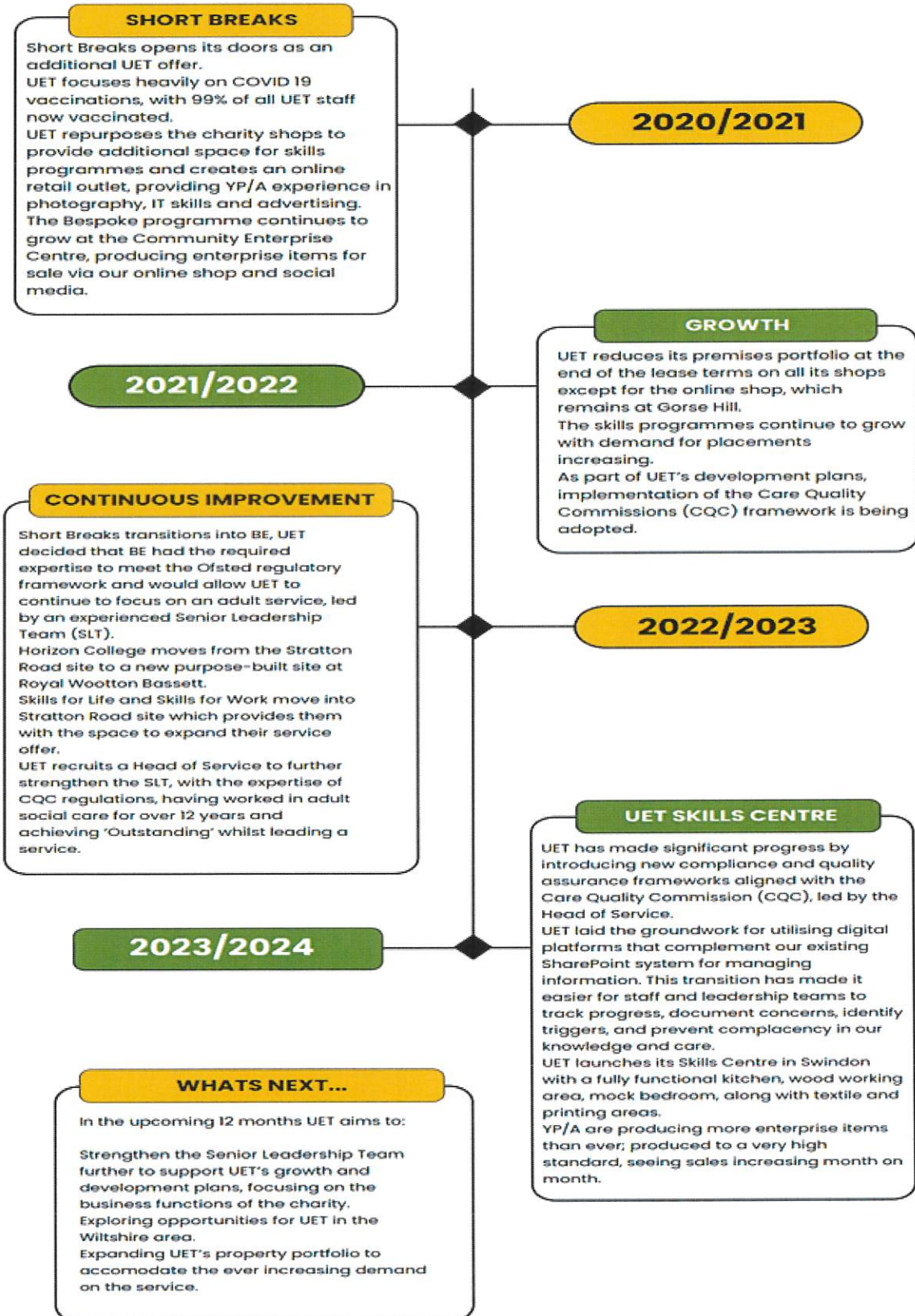
TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 AUGUST 2024

OUR JOURNEY  
**UET TIMELINE**



**UPLANDS ENTERPRISE TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**



**UPLANDS ENTERPRISE TRUST**  
**(A company limited by guarantee)**

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**Objectives and activities**

**a. Objects and Aims**

The objects of the charity are:

1. To advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by developing, managing and providing, either directly or through third parties, education and training to pupils at Uplands School in Swindon (or any successor school to it);
2. Promoting for the benefit of the inhabitants of Swindon and the surrounding area the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship, or social and economic circumstance or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants; and
3. To advance health and relieve disability by improving the morale, confidence, well-being, skills, and abilities of those deemed vulnerable.

**b. Objectives, Strategies and Activities**

**The UET Vision & Mission**

*Our Shared Vision*

Helping those with additional needs to help themselves.

*Our Mission*

To be a unique, high-quality organisation that builds self-belief, confidence, and skills to support those living with additional needs to feel valued and included within their community.

*Our Mission Objectives*

- Exceptional Services
- Exceptional People
- Exceptional Practice

*Our Values*

The Vision and Mission are underpinned by the shared core values:

- Aspiration
- Integrity
- Inclusion

*Our Principles*

Our principles are shaped by our vision, mission & values.

- Exceptional services where everyone can realise their potential.
- Commitment to the Safeguarding of all YP&A is a key focus of all in the Trust.
- Innovative opportunities promote well-being and improve the life opportunities of YP&A
- Sustainable business model delivered through fully compliant practice.
- High standards of Governance & Leadership, with financial security and effective management supported by efficient services, must be embedded in all areas to enable excellent outcomes.
- High quality professional development is valued.
- Effective and Collaborative partnerships are promoted with all stakeholders to develop exceptional additional needs services and provision.

**UPLANDS ENTERPRISE TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**Objectives and activities (continued)**

**Mission Objectives**

- **Exceptional Services**

All our young people and vulnerable adults have exceptional opportunities through high quality services and provisions that enable them to develop the skills and attributes to contribute to and feel valued by their community.

- **Exceptional People**

UET is led by committed team of Trustees and staff (our UET people) who operate with absolute integrity, are forward thinking, hardworking, skillful practitioners determined to enable young people and vulnerable adults with additional needs to reach their full potential.

- **Exceptional Practice**

Best practice is embedded to ensure sustainable provisions that are inclusive, aspirational, vibrant, safe, compliant, financially healthy, well-resourced and led by an exceptional team.

The UET Mission Objectives (MO) are met through clearly defined Strategic Objectives (SO). Progress towards achieving the MO SOs will be measured by a range of Key Performance Indicators (KPI). The KPIs ensure progress can be described both quantifiably and qualitatively towards achieving the SOs. The over-arching MOs for UET drive strategic planning and ensure the UET "Golden Thread" is evident in all aspects of development and improvement.

The monitoring of progress is robustly embedded supported by rigorous controls and moderation. The SOs are reviewed annually based on the outcomes of the KPIs for each year and the UET Strategic Plan is a dynamic 3 Year rolling program of intent, implementation, and impact that quality assures outcomes across UET.

SOs and KPIs are monitored regularly through the year by both Trustees and the Senior Management Team (SMT) through the more detailed Development Plans associated with each MO and SO.

The overall success of each SO and associated KPIs will be RAG rated in July of each academic year and the impact of the KPIs outcomes measured. This RAG rated review will then inform any amendments for subsequent SO and/or KPIs for the next academic year.

The Strategic Lead for the MOs has direct accountability for ensuring outcomes and impact. A delegated lead is identified for each SO and associated KPIs to ensure actions are achieved in the agreed time scale and identify interventions if required.

Progress towards the MOs and SOs will be monitored regularly by the Strategic and Delegated Lead and will be reported to the UET Board through formal reports and SMT up-dates.

**UPLANDS ENTERPRISE TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**Objectives and activities (continued)**

**Key Strategic Objective Overview 2023/2024**

*Mission Objective 1 – Exceptional Services:*

- SO1: To provide an exceptionally high-quality service offer tailored to individual needs, goals, and outcomes, achieving this through an engaging, stimulating, and inclusive environment.
- SO2:- To embed a strong focus on Safeguarding and YP/A Wellbeing as a key priority.

*Mission Objective 2 – Exceptional People:*

- SO3: To recruit the best people, invest in our staff training, recognise, and reward our staff to promote commitment and longevity of service.
- SO4: To embed the importance of staff wellbeing ensuring they feel supported, listened to, and have the tools and resources they need.

*Mission Objective 3 – Exceptional Practice:*

- SO5: To embed a quality assurance framework in line with the Care Quality Commissions 5 Key Questions
- SO6: To deliver Governance that is effective, supportive, and challenging to ensure accountability.

Mission Objective 1 Exceptional Services

Table 1. Exceptional Services

Strategic Objective	KPI No.	End of Year RAG Comments
<b>SO1:</b> To provide an exceptionally high-quality service offer tailored to individual needs, goals, and outcomes, achieving this through an engaging, stimulating, and inclusive environment.	3	3 Achieved
<b>SO2:</b> To embed a strong focus on Safeguarding and YP/A Wellbeing as a key priority.	3	3 Achieved

Mission Objective 2 Exceptional People

Table 2. Exceptional People

Strategic Objective	KPI No.	End of Year RAG Comments
<b>SO3:</b> To recruit the best people, invest in our staff training, recognise, and reward our staff to promote commitment and longevity of service.	4	4 Achieved
<b>SO4:</b> To embed the importance of staff wellbeing, ensuring they feel supported, listened to, and have the tools and resources they need	3	2 Achieved & 1 Partially Achieved

Mission Objective 3 Exceptional Practice

Table 3. Exceptional Practice

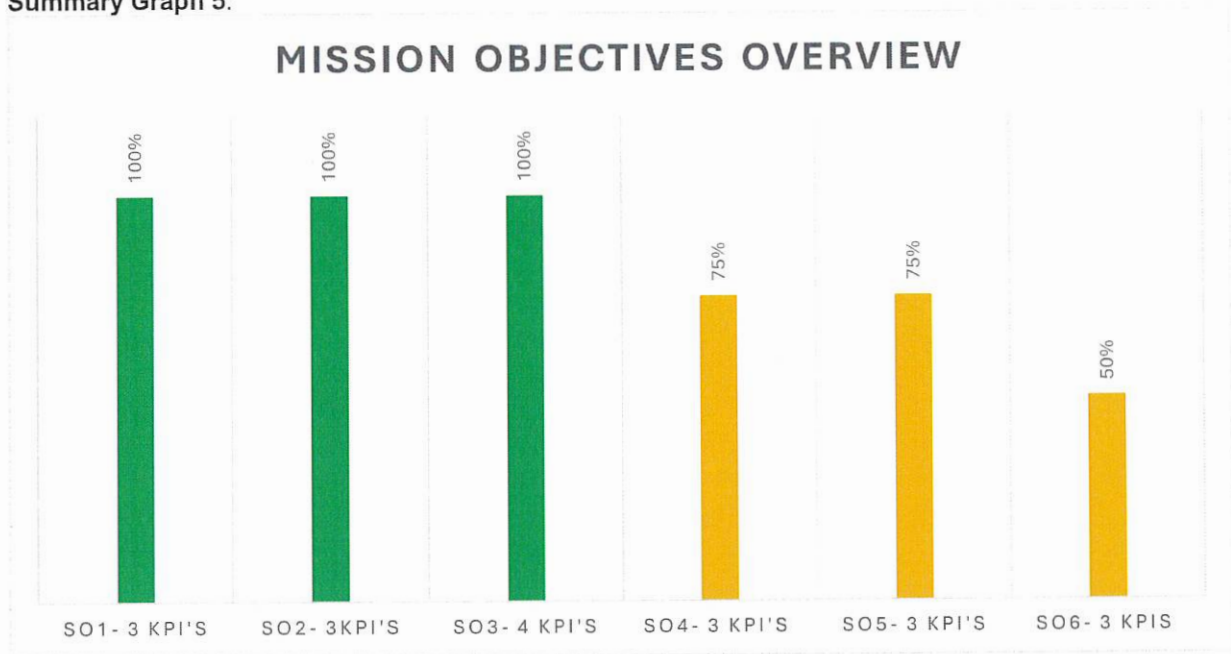
Strategic Objective	KPI No.	End of Year RAG Comments
<b>SO5:</b> To embed a quality assurance framework in line with the Care Quality Commissions 5 Key Questions	3	2 Achieved & 1 Partially Achieved
<b>SO6:</b> To deliver Governance that is effective, supportive and challenging to ensure accountability.	3	2 Achieved & 1 Partially Achieved

**UPLANDS ENTERPRISE TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

Objectives and activities (continued)

Summary Graph 5:



The graph above summaries UET's performance in relation to the Key Performance Indicators outlined in our strategic plan for 2023/2024. As you can see, we have achieved an overall success rate of 84% for these KPI's, which is a positive outcome.



The growth chart above shows that UET consistently increased its YP/A numbers year after year, with the most successful growth occurring between 2022 and 2024.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**Objectives and activities (continued)**

**c. Activity Overview 23/24**

**Skills for Ever** (The Skills Offer for post-education YP&A 18 years + with 3 cohorts)

Placements across our two key service areas within UET are continuing to increase with further growth expected in 2024/2025. This growth has required robust strategic planning underpinned by a clearly defined growth & resource plan, and this level of growth is expected into the next academic year 2024/2025. In our Skills for Ever service we have seen an additional 29 YP attending, we are now supporting 114 YP across our 3 sites.

**1. Skills for Ever (YP&A)**

Skills for Ever is delivered through three distinct cohorts of provision: Skills for Life, Skills for Work and Bespoke. Each programme has a specialist offer that is tailored to meet the needs of their cohort through experienced and trained staff.

**Skills for Life** offers structured sessions that are innovative, creative, and adapted to meet the needs of our cohort. Skills for Life support YP&A with complex health needs and provides physical health support.

**Skills for Life will:**

- **Enable communication.** We recognise that communication is imperative for our YP&A, and that there is more to communication than just verbal language. We encourage the use of communication aids that are provided within Skills for Life.
- **Promote choice.** Our trained staff use technology as an aid to enable our YP&A to independently make decisions. Choice is encouraged in every possible instance at Skills for Life.
- **Support health and wellbeing.** We offer a variety of sessions that create new experiences for our YP&A. Our trained staff provide personal care and physical health support, ensuring care provided is dignified and safe.
- **Create a sense of belonging.** Our structured sessions enable our YP&A to participate within group sessions, creating a sense of community. We encourage interaction between our YP&A, building upon their social interaction and relationships.

**Skills for Work** offers a work-focused package, to provide work experience opportunities to enable people to step into volunteering, self-employed or employed work with or without support. We aim to build the confidence and knowledge of our YP&A whilst also instilling professional values.

**Skills for Work provide work experience in:**

- **Hospitality.** Our YP&A provide hot lunches for staff 4 days a week, they cost the ingredients, and are supported to purchase and prepare the meals.
- **Farm.** South Leigh offers the YP&A the chance to engage and interact with livestock and learn life skills in health and safety, environmental care, life processes and horticulture. Being fully inclusive, the farm enables all our YP&A to interact with peers and staff while taking part in practical, hands-on experience regardless of their ability.
- **Enterprise.** UET Enterprise provide a t-shirt and mug printing service. The YP&A have access to and operate the machinery used. We also pickle eggs and onions to sell and make candles and wax melts.
- **Admin.** Skills for Work have an office environment where our YP&A complete admin tasks. We also have an online shop, where our YP&A sort through stock, take photos and upload items of clothing/homeware items online.
- **Care Work.** All at Skills for Work have the opportunity to complete care work within UET.

**Bespoke** launched in summer 2019 to deliver tailored made packages, supporting YP&A with higher support requirements, and initially started with 3 YP&A, which very quickly became five. Due to the nature of the YP&A we supported we were mainly based off site, initially supporting the charity shops with our logistic team. Bespoke then moved into the CEC building in September 2020 which enabled further development of the well-being offer that was required in COVID. This included the development of well-being sessions, addressing things like anxiety and low mood through Yoga sessions specifically capturing our YP&A with ASD. We also support our YP&A to access Lift counselling services to address mental health issues.

All YP&A are supported at a 1:1 or above ratio. Packages to include hands on learning, to produce enterprise, embedding functional skills, whilst gaining essential employability skills.

**UPLANDS ENTERPRISE TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**Objectives and activities (continued)**

Our offer includes:

- Essential living skills, with activities, like shopping, cooking, and cleaning.
- Social and community skills, accessing café's pubs and restaurants. We also support our local community with regular litter picking sessions.
- Tailor made sensory sessions, utilising our recently purchase OMI table.
- Community links, such as Oak and Furrows, and The Big Yellow Bus project.
- Enterprise activity such as woodwork, textiles, catering, horticulture, business studies within an enterprise, logistics, Health & Safety awareness, recycling, and current world trends.

**Farm**

UET Farm offers an inclusive, therapeutic, and educational space for Young People & Adults (YP/A) with additional needs and complex needs. We encourage and supports a variety of outdoor learning and nature-based activities around the Farm. All sessions are bespoke and interlinked to YP/A appreciating the valuable part they play in caring for the environment and each other, learning transferable life and social skills and contribute to a positive sense of well-being, since September 2023 the Farm is now only accessed by YP/A from UET, our staff support our YP/A with:

- Caring for the animals – chickens, ducks & a pony
- Growing in the organic garden
- Cooking with homegrown produce in the cabin
- Wildlife watching in our pond area
- Equine Therapy

Each provision within UET has made good progress in year 23/24 below provides an overview of some of the achievements in each provision.

**Skills for Life, Skills for Work and Bespoke- Skills For Ever.**

Skills for Life, Skills for Work, and Bespoke have made significant progress by introducing new compliance and quality assurance frameworks aligned with the Care Quality Commission (CQC), led by the Head of Service.

These measures ensure that our services are safe and adhere to best practices. In 2023, UET laid the groundwork for utilising digital platforms that complement our existing SharePoint system for managing information. This transition has made it easier for staff and leadership teams to track progress, document concerns, identify triggers, and prevent complacency in our knowledge and care. Skills for Life, Skills for Work, and Bespoke can now monitor the compliance of young people and adults (YPA) and clearly observe the progress of support plans, Individual Skill Plans (ISPs), and outcomes for each young adult. We can upload activity observations directly to the system to track how these outcomes are achieved over time.

One of our key focuses has been on providing meaningful opportunities by continuing our enterprise initiatives and production, as well as delivering more work experience opportunities than ever before. We have also expanded our community network, which has improved both community access experiences and increased the number of our supporters.

As a team, we have worked diligently to raise funds for a minibus to implement a UET community integration program. We are more than halfway to our goal and will continue our efforts. This year has been particularly positive for cross-provision collaboration. We have seen young people/adults and staff actively engage with each provision to offer broader social interactions, facilitate cross-learning, and promote collaborative working.

**UPLANDS ENTERPRISE TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**Objectives and activities (continued)**

**d. Public Benefit**

The Trustees have paid due regard to the Charity Commission's guidance on public benefit in deciding what activities the charity should undertake. The Trustees consider that they have acted in the public benefit.

**e. Delivery**

*Effective leadership*

For UET to continue to be a unique organisation, providing meaningful opportunities for young people with additional needs and deliver our key strategic objectives, we recognise that we have to:

- 1) Have a forward-thinking effective leadership team, driven by a focused trustee Board and an adaptable team that have a passion for the work of the trust. Develop an efficient SMT and admin support team to enable the provisions to deliver with the tools, information and knowledge they require.
- 2) Continuously quality control the UET offer by quality assurance and stakeholder feedback.
- 3) Ensure that our growth is clear, planned and agreed whilst maintaining the quality offer of the UET.

UET is led by a knowledgeable Board of voluntary Trustees and run by enthusiastic, skilled, and creative staff, and is a registered charity which operates for its charitable purposes for the public benefit. The Trustees report to the Charity Commission each year on how it has carried out its charitable purpose for the public benefit in line with the Charity Commission's public benefit guidance where relevant. UET Trustees ensure that they are aware of the guidance and take it into account when making decisions to which the guidance is relevant. All Trustees uphold the Nolan Principles of Public Life.

The UET Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, have overall responsibility and ultimate decision-making authority for all the work of UET in line with Charity Commission guidelines. The Trustees adopt the provisions of the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities when preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective January 2015).

The UET Board of Trustees is made of individuals who are appointed because of the skills that they bring to the governance of UET. The Trustees have a range of skills and qualities, and a variety of professional and personal experience. Skills Audits are carried out annually to ensure that UET has a diverse Board where Trustees have different experiences and perspectives which ensures that the Board makes well-rounded decisions. Any gaps in the overall skills identified from the Skills Audit informs the recruitment requirements of the Board to continually ensure that the Board has the expertise to:

- exercise overall control of UET's current business operations
- manage the charity's resources responsibly
- set the strategy and oversee its implementation
- ensure that the needs of the UET's beneficiaries are put first
- keep the charity true to its purpose

The fundamental principles and rules of governance are determined within:

- The Articles of Association
- Associated guidance documents, policies and job descriptions
- Compliance with the regulations laid out in the Charities SORP
- The Charity Commission's public benefit guidance

The UET Board aims to manage by exception and invest in areas of risk. It oversees operational standards, compliance, financial probity and safeguarding. It is responsible for overseeing the work of the Chief Executive Officer (CEO) and all staff in delivering UET's vision, in line with the UET Strategic Plan.

**UPLANDS ENTERPRISE TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**Objectives and activities (continued)**

Link Trustees work closely with staff in each of the UET Provision areas providing support and challenge to ensure that UET's provisions are safe, secure, are of high-quality and ensure the best outcomes for all young people. The UET Board ensure effective engagement with parents and carers, community and stakeholders through local knowledge. They oversee the implementation of the UET Provision Development Plans, ensuring alignment with UET's vision and Strategic Plan.

UET is led by the Chief Executive Officer (CEO) who leads the UET Senior Management Team (SMT) consisting of the Director of Operations and Head of Service.

*Quality Assurance*

UET recognises that external audits provide a valuable opportunity to view systems and processes through the eyes of experts in their field.

Safeguarding is supported through an annual review with the safeguarding team (including the linked trustee) to ensure all understanding and process follows legislation and all team training including the induction, is up to date.

A GDPR external audit is carried out annually and SMT carry out random GDPR audits throughout the year on team devices. H&S audits are carried out monthly in-house and annually externally. Finance month end reviews and checks are carried out by a Chartered Accountant and final year end accounts are fully audited externally.

*Planning for the Future*

UET recognises its unique role in providing post education support to the young people it works with. With increasing demand for the services, it is essential that we ensure that expansion does not compromise the quality of the UET offer and to keep the young people at the centre of everything that we do.

Whilst growth is inevitable, as unlike education we do not have a fixed term attendance, we recognise that we need to ensure that any expansion is within the original vision of the organisation, accommodating our original team of young people & adults on their path through adulthood whilst welcoming new young people & adults to a focused and supportive environment.

Uplands Enterprise Trust is a developing and growing charitable trust for young people and adults (YP/A) with additional needs focused on developing skills and supporting families. The key objective is to provide quality opportunities for YP/A with additional needs to help themselves.

UET's detailed Strategic Plan will continue to be measured by the Strategic Objectives (SOs) and their associated annual Key Performance Indicators (KPIs), and there is an expectation that there will be other developments as the charitable trust continues to grow.

One of the strengths of the UET is to keep evolving, we listen to the young people that we work with and create new opportunities to help support them.

**UPLANDS ENTERPRISE TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**Objectives and activities (continued)**

**What's Next for UET?**

In the upcoming 12 months, UET aims to:

- Strengthen the Senior Leadership Team to better support UET's growth and development plans
- To ensure all aspects of the charity's business function are fully compliant, efficient and effective
- Explore opportunities for UET's expansion in the Wiltshire area.
- Acquire an additional property on a short-term lease to accommodate the growing demand for our service
- Optimise the use of UET Farm
- Broadening and deepening the knowledge UET Board of Trustees through the appointment of new trustees with skills and expertise in areas such as Adult Social Care, CQC Framework, Health, Human Resources, Charity Law and Risk Management. This will ensure that Trustees are further enabled to hold to account and challenge all areas of the charities compliance and risk management.

**UPLANDS ENTERPRISE TRUST**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**Objectives and activities (continued)**

**Achievements and performance**

**Financial review**

**a. Going concern**

After making appropriate enquiries, the Trustees have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

**b. Reserves policy**

At the year end the Trust has total funds of £706,448 (2023: £419,948). Of those funds, £32,457 are held as restricted funds and £144,699 are held as tangible fixed assets. The free reserves at 31 August 2024 are £673,991. The trustees are confident that the trust can continue to operate with its reserves to reflect approximately 3 months of running costs (£276,000).

**c. Financial Position**

At the year end the trust had net current assets of £561,749.

**d. Pension**

The trust contributes towards the NEST pension scheme.

**e. Principal risks and uncertainties**

The UET Board of Trustees has reviewed the major risks to which the Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks.

The principal risks and uncertainties facing the Trust are as follows:

Failures in governance and/or management - the risk in this area arises from potential failure to effectively manage the Trust's finances, internal controls, compliance with regulations and legislation, statutory returns etc. The Trustees continue to review and ensure that appropriate measures are in place to mitigate these risks.

Reputational - the continuing success of the Trust is dependent on continuing to attract applicants in sufficient numbers by maintaining the highest standards. To mitigate this risk Trustees ensure that a full quality assurance framework is embedded across all areas of UET and is closely monitored and reviewed.

Safeguarding - the Trustees continue to ensure that the highest standards are maintained in the areas of selection and monitoring of staff, the operation of child and vulnerable adults' protection policies and procedures, health & safety and discipline.

Staffing - the success of the Trust is reliant on the quality of its staff and so the Trustees monitor and review policies and procedures to ensure continued development and training of staff as well as ensuring there is clear succession planning.

Fraud and mismanagement of funds - all finance staff receive training to keep them up to date with financial practice requirements and develop their skills in this area.

**UPLANDS ENTERPRISE TRUST**  
**(A company limited by guarantee)**

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

The full Board of Trustees met 4 times during the period 1st September 2023 to 31st August 2024. The AGM took place on 24th April 2024 at Stratton Road, Swindon, SN1 2PN. At each of the meetings the Trustees reviewed the charities current activity and reviewed UET's strategic and financial planning and the operational activity and developments of the charity. Standing items on the meeting agendas include the review of the UET Risk Register and written reports from the Director of Operations and Head of Service, including a finance update from the Link Finance Trustee. Management accounts are also reviewed monthly with the Principal Trustee, Jackie Fieldwick.

The Trustees consider any risks using a risk evaluation matrix (operational, knowledge & people, financial, compliance and reputation) which may affect the trust. It assesses the risk impact, the risk likelihood, and the control procedures in place, ensuring that 'red' risks are identified and appropriate strategies for the mitigation of any risks are identified. The Board monitors the implementation of these strategies and reviews the risk register at each board meeting.

**f. Fundraising**

Within 2023/2024 UET were very fortunate to have received grants for a total of £13,483 through successful applications completed by Caroline Dent. This consisted of; Morrisons £4140, Joyce Fletcher £1800, Boshier £2000, Walter Guinness £1,000, Percy Bilton £4043 and Haydon Wick Parish Council £500.

UET also received donations from Zurich, through the Benevity portal and Uplands School of £307.

With these funds the charity was able to purchase a soundbeam, an adaptable bike, a hoist, and a large changing bed.

UET received no complaints about fundraising activities during 2023/24.

**g. Principal funding sources**

The trust's main income source is from Adult Social Care funded packages and placements, NHS placements and Direct Payments received from parents and carers, with £1,768,938 income received in 2023/24.

**Structure, governance and management**

**a. Governing Document**

The charity is controlled by its governing document, a deed of trust, and constitutes a limited Company, limited by guarantee, as defined by the Companies Act 2006.

The charity is governed by its memorandum and articles incorporated 29/03/2012 as amended by special resolution(s) dated 05/07/2012.

**UPLANDS ENTERPRISE TRUST**  
**(A company limited by guarantee)**

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**Structure, governance and management (continued)**

**b. Recruitment, Appointment, Induction and Training of New Trustees**

The Trust has 7 Trustees who are also directors of the company. The Trustees all have a background in either Special Educational Needs and Disabilities (SEND) Education, Health and Social Care, Finance, HR, Health & Safety, Governance and Risk Management or come from a local business or charity sector background. Three of the seven Trustees are also parents of young people with additional needs. The Trustees were recruited through their connection with Brunel Academies Trust and the local community or recruited externally via the volunteering network, Involve Swindon. Trustees hold an Annual Visioning Day to discuss and agree UET's 5 Year Strategic Plan and vision for the future. Newly appointed Trustees receive one to one induction training from the Principal Trustee to understand the Trustees role and responsibilities, the needs of the cohort and the work of the Trust.

At the Annual General Meeting held 24 April 2024, Mr Chris Sims, Mr Jeff Smith and Mr Derek Dinsey retired. Following a proposal from Mrs Jackie Fieldwick which was seconded by Mr Daniel Boden, Mr Chris Sims, Mr Jeff Smith and Mr Derek Dinsey were each re-appointed for a further term. This was unanimously agreed by all Trustees. Mr Philip Helme was appointed and welcomed as a Trustee on 15th August 2024 and Mr Daniel Boden resigned as a Trustee on 19th September 2024.

The Trust is very fortunate in having a strong Board of Trustees who continually strive to develop and grow their knowledge. The Trust is grateful to each of the Trustees for their commitment and enthusiasm and the work they have done for the Trust throughout the year. The Trustees would like to express their sincere thanks to Mr Daniel Boden for his commitment and support of the Trust during his time as a Trustee and would also like to express their gratitude to the patron of UET, Mr William Wyldbore-Smith, for supporting and promoting the work of the UET through his wider charitable work both locally and nationally.

The Trust would like to thank all staff and managers for their dedication, commitment and hard work and would also like to express thanks to all of the local, regional and national business partners who have provided volunteers, donations, grants, and raised funds for UET. The Trust relies on donations received and the generosity and enthusiasm of our formal and informal partners whose support is invaluable to the work of the charity.

**c. Organisational structure**

Trustees/Directors govern the charity and set the overall strategy, objectives and targets. The strategic and operational management of the trust is delegated to the Senior Leadership Team (SLT). The Director of Operations and Head of Service form the UET Senior Leadership Team (SLT) and are responsible for strategic and operational leadership of UET.

**d. Pay policy for key management personnel**

Key personnel's remuneration packages are agreed by Trustees through their pay policy, as appointments are made the roles are defined and assessed against the market to identify a salary range and job description. Key personnel are able to progress within their role providing performance management targets are achieved within the defined benefits of the salary grade. The performance management framework is a cyclical review completed on an annual basis.

**e. Related party relationships**

Brunel Academies Trust (BAT) and its subsidiary company Brunel Education (BE) work closely with Uplands Enterprise Trust. The Principal Trustee, Mrs Jackie Fieldwick, is a Trustee/CEO of both BAT and BE, Mr Philip Helme is the Chief Operating Officer / Chief Finance Officer for BAT and BE, and Mr Chris Sims is a Trustee of both BAT and BE. UET's patron, Mr William Wyldbore-Smith, is also a Trustee of both BAT and BE.

**UPLANDS ENTERPRISE TRUST**  
**(A company limited by guarantee)**

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**Structure, governance and management (continued)**

**f. Risk management**

The Trustees have a duty to identify and review the risks to which the trust is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The UET Board of Trustees has reviewed the key risks to which the trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees categorises risks into 4 main categories; Reputation, Operational, Knowledge & People & Financial.

The UET Board of Trustees has responsibility for monitoring and evaluating the impact of risk. The Board of Trustees has implemented formal processes for identifying, evaluating and managing the trust's significant risks. This has been embedded in the activity of the UET Board in the period 1st September 2023 to 31st August 2024 up to the date of approval of the annual report and financial statements. The risk management process is regularly reviewed by the Board of Trustees and with Link Trustees, Jackie Fieldwick and Daniel Boden, prior to his resignation.

**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the Company 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 requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Disclosure of information to auditors**

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

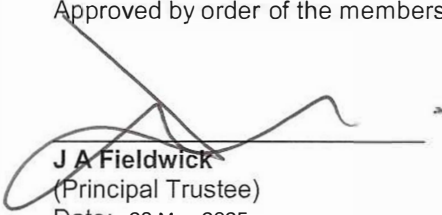
**Auditors**

The auditors, Regulatory Audit, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

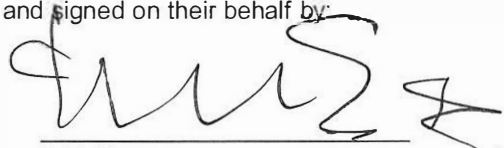
**UPLANDS ENTERPRISE TRUST**  
(A company limited by guarantee)

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

Approved by order of the members of the board of Trustees and signed on their behalf by:



**J A Fieldwick**  
(Principal Trustee)  
Date: 29 May 2025



**C D Sims**  
(Trustee)

**UPLANDS ENTERPRISE TRUST**  
**(A company limited by guarantee)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF UPLANDS ENTERPRISE TRUST**

**Opinion**

We have audited the financial statements of Uplands Enterprise Trust (the 'charitable company') for the year ended 31 August 2024 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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

**UPLANDS ENTERPRISE TRUST**  
**(A company limited by guarantee)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF UPLANDS ENTERPRISE TRUST**  
**(CONTINUED)**

**Other information**

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

We have nothing to report in this regard.

**Opinion 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 for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

**Responsibilities of 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.

**UPLANDS ENTERPRISE TRUST**  
**(A company limited by guarantee)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF UPLANDS ENTERPRISE TRUST**  
**(CONTINUED)**

**Auditors' responsibilities for the audit of the financial statements**

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

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

We have considered:

- the nature of the charity and sector, control environment and operating performance;
- the charity's own assessment, including assessments made by key management, of the risks that irregularities may occur either as a result of fraud or error;
- any matters we identified having reviewed the charity's policies and procedures relating to:
- identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
- the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
- the matters discussed amongst the audit engagement team.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the areas in which management is required to exercise significant judgement, such as the disclosure of adjusting items. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory framework that the charity operates in focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context were the Companies Act, Charities Act and tax legislation.

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 for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' report.

**Use of our report**

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

**UPLANDS ENTERPRISE TRUST**  
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF UPLANDS ENTERPRISE TRUST**  
(CONTINUED)



**Robert Stokes FCCA ACA (Senior Statutory Auditor)**

for and on behalf of  
**Regulatory Audit**

Chartered Accountants & Statutory Auditors

Vicarage Court

160 Ermin Street

Swindon

Wiltshire

SN3 4NE

Date: 29 May 2025

**UPLANDS ENTERPRISE TRUST**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 AUGUST 2024**

	Note	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
<b>Income from:</b>					
<i>Donations and legacies</i>	3	-	16,640	16,640	39,447
<i>Charitable activities:</i>	5				
<i>Learning and Living support</i>		-	1,783,973	1,783,973	1,304,173
<i>Other trading activities</i>	4	-	307	307	8,596
<b>Total income</b>		-	1,800,920	1,800,920	1,352,216
<b>Expenditure on:</b>					
<i>Charitable activities:</i>	8				
<i>All provisions</i>		-	1,514,420	1,514,420	1,306,463
<b>Total</b>		-	1,514,420	1,514,420	1,306,463
<b>NET INCOME/(EXPENDITURE)</b>		-	286,500	286,500	45,753
<b>Reconciliation of funds:</b>					
<i>Total funds brought forward</i>		32,457	387,491	419,948	374,195
<i>Net movement in funds</i>		-	286,500	286,500	45,753
<b>Total funds carried forward</b>		32,457	673,991	706,448	419,948

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

The notes on pages 26 to 40 form part of these financial statements.

**UPLANDS ENTERPRISE TRUST**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 08011951**

**BALANCE SHEET**  
**AS AT 31 AUGUST 2024**

	Note	2024 £	2023 £
<b>Fixed assets</b>			
<i>Tangible assets</i>	12	144,699	115,372
		144,699	115,372
<b>Current assets</b>			
<i>Debtors</i>	13	277,396	188,873
<i>Cash at bank and in hand</i>		377,645	263,786
		655,041	452,659
<b>Current liabilities</b>			
<i>Creditors: amounts falling due within one year</i>	14	(93,292)	(148,083)
<b>Net current assets</b>		561,749	304,576
<b>Total assets less current liabilities</b>		706,448	419,948
<b>NET ASSETS</b>		706,448	419,948
<b>Funds</b>			
<i>Restricted funds</i>	15	32,457	32,457
<i>Unrestricted funds</i>	15	673,991	387,491
<b>Total funds</b>		706,448	419,948

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 have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

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

**J A Fieldwick**  
 (Chair of Trustees)  
 Date:

  
 29/5/25

**C Sims**  
 (Trustee)



The notes on pages 26 to 40 form part of these financial statements.

**UPLANDS ENTERPRISE TRUST**  
(A company limited by guarantee)

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

	2024 £	2023 £
<b>Cash flows from operating activities</b>		
<i>Net cash used in operating activities</i>	179,600	52,011
	<hr/>	<hr/>
<b>Cash flows from investing activities</b>		
<i>Proceeds from the sale of tangible fixed assets</i>	2,463	(47,109)
<i>Purchase of tangible fixed assets</i>	(68,204)	(49,097)
	<hr/>	<hr/>
<b>Net cash used in investing activities</b>	(65,741)	(96,206)
	<hr/>	<hr/>
<b>Change in cash and cash equivalents in the year</b>	113,859	(44,195)
<i>Cash and cash equivalents at the beginning of the year</i>	263,786	307,981
	<hr/>	<hr/>
<b>Cash and cash equivalents at the end of the year</b>	<u>377,645</u>	<u>263,786</u>

The notes on pages 26 to 40 form part of these financial statements

**UPLANDS ENTERPRISE TRUST**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**1. Statutory Information**

Uplands Enterprise Trust is a charitable company limited by guarantee, without share capital, incorporated in England and Wales. The registered office address and principal activities can be found in the Trustees' Report.

**2. Accounting policies**

**2.1 General information and basis of preparation**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The financial statements have been prepared under the historical cost conversion.

Uplands Enterprise Trust meets the definition of a public benefit entity under FRS 102.

The accounts are presented in Sterling which is the functional currency of the Trust and rounded to the nearest pound.

**2.2 Going concern**

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about its ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

**2.3 Income**

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

**2.4 Interest**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

**2.5 Grants**

Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet.

When entitlement occurs before income is received, the income is accrued.

**UPLANDS ENTERPRISE TRUST**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**2. Accounting policies (continued)**

**2.6 Donations**

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured.

**2.7 Agency arrangements**

The academy trust acts as an agent in distributing 16-19 bursary funds from ESFA. Payments received from ESFA and subsequent disbursements to students are excluded from the statement of financial activities as the trust does not have control over the charitable application of the funds.

**2.8 Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on the basis detailed below.

VAT charged to but not recoverable by the charity is included under the heading to which the expenditure relates.

**2.9 Allocation and apportionment of costs**

Support costs have been apportioned to the relevant activities of the charity on the basis of the percentage of staff numbers expressed as full time equivalent employees.

**2.10 Redundancy I Termination payments**

Termination benefits are measured at the best estimate of the expenditure required to settle the obligation at the reporting date. If the expected settlement date of the termination payments is 12 months or more after making the provision and the effect would be material, the present value of the obligation is calculated using an appropriate discount rate.

**2.11 Tangible fixed assets and depreciation**

Tangible fixed assets costing £100 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

**UPLANDS ENTERPRISE TRUST**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**2. Accounting policies (continued)**

**2.11 Tangible fixed assets and depreciation (continued)**

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following basis:

<i>Property Improvements</i>	-	10% <i>on straight line basis</i>
<i>Plant and machinery</i>	-	10% <i>on straight line basis</i>
<i>Motor vehicles</i>	-	20% <i>on straight line basis</i>
<i>Fixtures and fittings</i>	-	20% -33% <i>straight line basis</i>
<i>Computer equipment</i>	-	33% <i>on straight line basis</i>

Assets costing £100 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment. Depreciation is charged from the month of acquisition to the month of disposal.

**2.12 Taxation**

The charity is exempt from corporation tax on its charitable activities.

**2.13 Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**2.14 Hire purchase and leasing commitments**

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

**2.15 Defined contribution scheme**

The assets of the scheme are held separately from those of the charity in an independently administered fund, NEST. The costs of the defined contribution arrangements are charged as incurred.

**UPLANDS ENTERPRISE TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

**2. Accounting policies (continued)**

**2.16 Donated goods**

Where material, donated goods and services are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, where material, donated goods and services are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

In accordance with the Charities SORP (FRS 102), the general volunteer time is not recognised and refer to the trustees' annual report for more information about their contribution.

The charity receives donated goods for resale. Estimating the fair value of these goods is impractical because of the volume of low-value items received and the absence of detailed stock control systems and records. As such the donated goods for resale are not recognised on receipt. Instead, the value to the charity of the donated goods sold is recognised as income when sold.

**2.17 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.

**2.18 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.

**2.19 Creditors and provisions**

Creditors and provisions are recognised where the charity 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.

**2.20 Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments.

Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2.21 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**

None

**Critical areas of judgement**

There are no critical areas of judgement.

**UPLANDS ENTERPRISE TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

**3. DONATIONS AND LEGACIES**

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
<i>Donations</i>	3,562	<b>3,562</b>	2,088
<i>Grants</i>	13,078	<b>13,078</b>	37,359
	<u>16,640</u>	<u><b>16,640</b></u>	<u>39,447</u>

**4. Other trading activities**

**Income from fundraising events**

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
<i>Fundraising events - Swindon Rotary Club and candle sales</i>	307	<b>307</b>	8,596
	<u>307</u>	<u><b>307</b></u>	<u>8,596</u>

**5. Income from charitable activities**

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
<i>Course fees and placements</i>	1,768,938	<b>1,768,938</b>	1,292,826
<i>Enterprise Income</i>	13,996	<b>13,996</b>	9,305
<i>Shop Income</i>	307	<b>307</b>	1,219
<i>Other</i>	732	<b>732</b>	823
	<u>1,783,973</u>	<u><b>1,783,973</b></u>	<u>1,304,173</u>

**6. Other incoming resources**

**7. Analysis of grants**

**UPLANDS ENTERPRISE TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

**8. Charitable activities costs**

**Summary by fund type**

	<b>Restricted funds 2024 £</b>	<b>Unrestricted funds 2024 £</b>	<b>Total 2024 £</b>	<i>Total 2023 £</i>
<i>Charitable activities</i>	-	1,514,420	<b>1,514,420</b>	1,306,463
<i>Total 2023</i>	82,549	1,223,914	1,306,463	

**9. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2024 £</b>	<b>Support costs 2024 £</b>	<b>Total funds 2024 £</b>	<i>Total funds 2023 £</i>
<i>Charitable activities</i>	1,480,678	33,742	<b>1,514,420</b>	1,306,463
<i>Total 2023</i>	1,141,017	165,446	1,306,463	

**UPLANDS ENTERPRISE TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

**9. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

	<b>Charitable activities 2024 £</b>	<b>Total funds 2024 £</b>	<i>Total funds 2023 £</i>
<i>Staff costs</i>	1,116,253	<b>1,116,253</b>	837,514
<i>Depreciation</i>	37,505	<b>37,505</b>	30,595
<i>Rent, rates and water costs</i>	126,099	<b>126,099</b>	92,074
<i>Insurance</i>	10,849	<b>10,849</b>	9,412
<i>Telephone</i>	5,039	<b>5,039</b>	5,213
<i>Fire and security</i>	6,719	<b>6,719</b>	9,318
<i>Repairs, renewals and cleaning</i>	64,427	<b>64,427</b>	59,146
<i>Motor and travel</i>	22,420	<b>22,420</b>	18,711
<i>Postage and stationary</i>	3,677	<b>3,677</b>	4,876
<i>PPE supplies</i>	6,444	<b>6,444</b>	3,744
<i>IT Support</i>	17,326	<b>17,326</b>	10,231
<i>Training</i>	13,052	<b>13,052</b>	10,695
<i>Enterprise costs</i>	12,539	<b>12,539</b>	12,953
<i>Accounts and audit fees</i>	432	<b>432</b>	403
<i>Staff welfare</i>	20,289	<b>20,289</b>	6,653
<i>Marketing</i>	367	<b>367</b>	2,122
<i>Sundry costs</i>	11,831	<b>11,831</b>	9,390
<i>Bad debts</i>	-	-	1,560
<i>Waste disposal</i>	6,500	<b>6,500</b>	6,487
<i>Profit/loss on disposal of fixed assets</i>	(1,090)	<b>(1,090)</b>	9,920
	<hr/>	<hr/>	<hr/>
	1,480,678	<b>1,480,678</b>	1,141,017
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<i>Total 2023</i>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
	1,141,017	1,141,017	

**UPLANDS ENTERPRISE TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

**9. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	<b>Charitable activities 2024 £</b>	<b>Total funds 2024 £</b>	<i>Total funds 2023 £</i>
<i>Staff Costs</i>	2,469	<b>2,469</b>	134
<i>Bank charges</i>	490	<b>490</b>	491
<i>Accounts and audit fees</i>	2,640	<b>2,640</b>	7,200
<i>Bookkeeping</i>	11,898	<b>11,898</b>	22,135
<i>Accountancy and independent examination</i>	5,040	<b>5,040</b>	2,500
<i>Business support</i>	-	-	82,549
<i>Exp type 30</i>	11,205	<b>11,205</b>	50,437
	<hr/>	<hr/>	<hr/>
	33,742	<b>33,742</b>	165,446
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<i>Total 2023</i>	<hr/>	<hr/>	<hr/>
	165,446	165,446	
	<hr/> <hr/>	<hr/> <hr/>	

**10. Trustees' remuneration and expenses**

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

During the year ended 31 August 2024, no Trustee expenses have been incurred (2023 - £NIL).

**11. Staff costs**

	<b>2024 £</b>	<i>2023 £</i>
<i>Wages and salaries</i>	<b>1,048,642</b>	791,268
<i>Social security costs</i>	<b>50,565</b>	34,801
<i>Contribution to defined contribution pension schemes</i>	<b>17,046</b>	11,445
	<hr/>	<hr/>
	<b>1,116,253</b>	837,514
	<hr/> <hr/>	<hr/> <hr/>

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

	<b>2024 No.</b>	<i>2023 No.</i>
<i>Employee</i>	<b>70</b>	54
	<hr/> <hr/>	<hr/> <hr/>

**UPLANDS ENTERPRISE TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**11. Staff costs (continued)**

No employee received remuneration amounting to more than £60,000 in either year.

The key management personnel of the charity comprise the trustees and the senior management team. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the charity was £105,111 (2023: £52,335). The total employee benefits include costs of direct employment and costs of employee benefits recharged to the charity.

**UPLANDS ENTERPRISE TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

**12. Tangible fixed assets**

	Short-term leasehold property £	Plant and machinery £	Motor vehicles £	Fixtures and fittings £	Computer equipment £
<b>Cost or valuation</b>					
<i>At 1 September 2023</i>	94,993	23,518	27,610	67,175	18,418
<i>Additions</i>	34,521	9,144	-	6,073	18,464
<i>Disposals</i>	-	(150)	(3,333)	-	-
<i>At 31 August 2024</i>	129,514	32,512	24,277	73,248	36,882
<b>Depreciation</b>					
<i>At 1 September 2023</i>	43,545	18,276	10,002	33,721	10,798
<i>Charge for the year</i>	12,139	2,358	4,359	11,595	7,052
<i>On disposals</i>	-	-	(2,111)	-	-
<i>At 31 August 2024</i>	55,684	20,634	12,250	45,316	17,850
<b>Net book value</b>					
<i>At 31 August 2024</i>	73,830	11,878	12,027	27,932	19,032
<i>At 31 August 2023</i>	51,448	5,242	17,608	33,454	7,620

**UPLANDS ENTERPRISE TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

	<b>Total £</b>
<b>Cost or valuation</b>	
<i>At 1 September 2023</i>	231,714
<i>Additions</i>	68,202
<i>Disposals</i>	(3,483)
	296,433
<i>At 31 August 2024</i>	296,433
 <b>Depreciation</b>	
<i>At 1 September 2023</i>	116,342
<i>Charge for the year</i>	37,503
<i>On disposals</i>	(2,111)
	151,734
<i>At 31 August 2024</i>	151,734
 <b>Net book value</b>	
<i>At 31 August 2024</i>	144,699
<i>At 31 August 2023</i>	115,372

**UPLANDS ENTERPRISE TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

**13. Debtors**

	2024	2023
	£	£
<b>Due within one year</b>		
<i>Trade debtors</i>	152,826	159,952
<i>Other debtors</i>	13,777	3,458
<i>Prepayments and accrued income</i>	110,793	25,463
	277,396	188,873
	277,396	188,873

**14. Creditors: Amounts falling due within one year**

	2024	2023
	£	£
<i>Trade creditors</i>	38,095	62,263
<i>Social security and other taxes</i>	14,479	11,640
<i>Other creditors</i>	8,037	3,536
<i>Accruals and deferred income</i>	32,681	70,644
	93,292	148,083
	93,292	148,083

**UPLANDS ENTERPRISE TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

**15. Statement of funds**

**Statement of funds - current year**

	Balance at 1 September 2023 £	Income £	Expenditure £	Balance at 31 August 2024 £
<b>Unrestricted funds</b>				
<i>General Funds</i>	387,491	1,800,920	(1,514,420)	673,991
<b>Restricted funds</b>				
<i>Community Enterprise Centre</i>	822	-	-	822
<i>Farm tools</i>	375	-	-	375
<i>Skills for Work refit</i>	3,056	-	-	3,056
<i>Sensory room</i>	2,925	-	-	2,925
<i>Social Farms &amp; Gardens</i>	693	-	-	693
<i>Sponsor-a-Star</i>	850	-	-	850
<i>Charities Trust</i>	39	-	-	39
<i>Openwork</i>	6,796	-	-	6,796
<i>Stratton St Margaret</i>	1,000	-	-	1,000
<i>National Lottery</i>	10,000	-	-	10,000
<i>Doyle</i>	3,000	-	-	3,000
<i>St James</i>	1,911	-	-	1,911
<i>Wiltshire community Fund</i>	928	-	-	928
<i>Highworth Festival</i>	62	-	-	62
	<u>32,457</u>	<u>-</u>	<u>-</u>	<u>32,457</u>
<b>Total of funds</b>	<u><u>419,948</u></u>	<u><u>1,800,920</u></u>	<u><u>(1,514,420)</u></u>	<u><u>706,448</u></u>

Restricted funds received from National Lottery are to be used on flooring at Stratton Road. Openwork funds are to be used on the Sensory Room at Stratton Road. Doyle funds are to be spent on a sound beam.

**16. Summary of funds**

**UPLANDS ENTERPRISE TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

**16. Summary of funds (continued)**

**Summary of funds - current year**

	Balance at 1 September 2023 £	Income £	Expenditure £	Balance at 31 August 2024 £
<i>General funds</i>	387,491	1,800,920	(1,514,420)	673,991
<i>Restricted funds</i>	32,457	-	-	32,457
	<u>419,948</u>	<u>1,800,920</u>	<u>(1,514,420)</u>	<u>706,448</u>

**17. Analysis of net assets between funds**

**Analysis of net assets between funds - current period**

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £
<i>Tangible fixed assets</i>	-	144,699	144,699
<i>Current assets</i>	32,457	622,584	655,041
<i>Creditors due within one year</i>	-	(93,292)	(93,292)
<b>Total</b>	<u>32,457</u>	<u>673,991</u>	<u>706,448</u>

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

	2024 £	2023 £
Net income for the period (as per Statement of Financial Activities)	<u>286,500</u>	<u>45,753</u>
<b>Adjustments for:</b>		
<i>Depreciation charges</i>	37,505	30,595
<i>Loss/(profit) on the sale of fixed assets</i>	(1,090)	9,920
<i>Increase in debtors</i>	(88,522)	(60,196)
<i>Increase/(decrease) in creditors</i>	(54,793)	25,937
<b>Net cash provided by operating activities</b>	<u>179,600</u>	<u>52,009</u>

**UPLANDS ENTERPRISE TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

**19. Analysis of cash and cash equivalents**

	2024	2023
	£	£
<i>Cash in hand</i>	377,645	263,786
<b>Total cash and cash equivalents</b>	<b>377,645</b>	<b>263,786</b>

**20. Analysis of changes in net debt**

	At 1 September 2023	Cash flows	At 31 August 2024
	£	£	£
<i>Cash at bank and in hand</i>	263,786	113,859	377,645
	<b>263,786</b>	<b>113,859</b>	<b>377,645</b>

**21. Related Party Disclosures**

The following transactions took place between the charity and Brunel Academies Trust (Brunel). The trustee, Mrs J Fieldwick, is CEO and trustee of Brunel Academies Trust.

£0 (2023: £82,549) was charged from BAT to UET for time spent by Mrs J Fieldwick on assisting the charity.

The Trustee, Mrs J Fieldwick, has rented out a farm building for use by the UET for student education. VET pays a peppercorn rent of £1 per annum.

The son of Trustees' D and S Dinsey is employed by UET and earned £3,425 (2023: £2,931) for the year.

**22. Operating lease commitments**

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

	2024	2023
	£	£
<i>Not later than 1 year</i>	8,167	38,653
<i>Later than 1 year and not later than 5 years</i>	-	8,167
	<b>8,167</b>	<b>46,820</b>

**UPLANDS ENTERPRISE TRUST**

England & Wales - Charity number 1148086

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# Accounts

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S K I L L S F O R E V E R

Helping young people and adults with  
additional needs to help themselves

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## ANNUAL REPORT AND FINANCIAL STATEMENTS

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FOR THE YEAR ENDED 31 AUGUST 2023

UPLANDS ENTERPRISE TRUST  
Stratton Road, Swindon, SN1 2PN

Registered Company number 08011951  
Registered Charity number 1148086

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## INTRODUCTION

Uplands Enterprise Trust (UET) is a Swindon based charity that **helps young people with additional needs to help themselves**. UET is led by a knowledgeable Board of voluntary Trustees and run by enthusiastic, skilled, and creative staff. The Trust is constantly developing, expanding, and changing to improve the lives of disabled young people within Swindon and the surrounding areas.

This unique charitable trust was set up in response to the need for meaningful opportunities for disabled young people once education ends. In reality most young people with Additional NE left education at 19 embarked on a life of leisure for the remainder of their adult lives. The **early retirement** option was not welcomed by the young people or their families who had worked extremely hard in partnership with their child's school to prepare them for a purposeful life contributing to their local community.

UET was created to ensure that this aspiration, to be valued by and contribute to the local community, was realised for young people with disabilities, regardless of the barriers caused by their disabilities as there was little post education opportunities.

### The UET Story

#### **The beginning the Charity shops ...**

UET was created in 2012 with a clear ambition to provide meaningful and purposeful skill-based opportunities to enable these Children and Young People & Adults (CYP&A) to gain transferable skills that should benefit the community, provide them with sound work ethics and a sense of worth and belonging. UET wanted to make a difference to their life choices and outcomes and began by creating the opportunities to help shape their future.

This ambition started with a small charity shop. The Redhouse shop opened in November 2012 just behind Uplands school, a great location for the students to access and assist in all aspects of retail and running the café. More shops followed and by 2019 UET had a specialist baby and children's shop, a boutique and our flagship store in the Brunel Centre in Swindon.

The retail decline and the impact of COVID 19 pandemic resulted in UET ceasing trading in the Charity Shops. In late 2020 these retail premises were re-purposed to support enterprise activity and the Online retail offer.

The Online retail offer continues to be a focus for development for UET both in terms of revenue sales but also as a effective vehicle for providing the UET CYP&A with the skills needed for the changing retail landscape.

The retail property portfolio continued to be reduced over 2021/2022, with UET breaking from the Gorsehill Unit 117 in December 2021 and Redhouse lease coming to an end in August 2022. The Online premises in Gorsehill will then be the only remaining retail premises until October 2023.

#### **What about a Farm ...**

The UET farm at South Leigh established in 2013, offered CYP&A the chance to engage and interact with livestock and learn life skills in health and safety, environmental care, life processes and horticulture. Since Sept 2023 the Farm has been exclusive, the farm enables all our CYP&A to interact with peers and staff while taking part in practical, hands-on experience regardless of their ability. Our poly-tunnel with wheelchair height planters, fully equipped workshop, and selection of small mammals through to chickens, a pony and the farm dogs provide a varied and friendly environment. The UET Farm continued to primarily be an exporter of services to Brunel Academies Trust (Brunel) with over 95% of all Farm sessions being offered to Brunel provisions. The UET Farm is now registered with and approved by Social Farms & Gardens, which is already improving support networks and providing a wider range of opportunities for the CYP&A. From

July 2022 the farm became sole use for UET, providing the young people with horticulture and animal care including equine experience along with social interaction with their peers and staff.

### **Then Horizons College ...**

The college opened in September 2013 as a community-based specialist college offering educational opportunities for learners aged 16 - 25 years old with a wide range of special needs. The college grew rapidly from 10 learners in September 2013 to over 80 learners in September 2020. The college played a major role in the UET's development, but the rapid growth and focus on education outcomes meant that the transfer of the college to the educational family of the emerging Brunel Academies Trust (Brunel), previously known as Brunel SEN MAT (BSM) was in the best interests of the college and the remaining UET non-education activity. Following the launch of the Brunel Academies Trust (Brunel) in September 2018, Horizons began the transition to join its educational partners. This was achieved through the establishment of the Brunel subsidiary company Brunel Education (BE), which enabled Horizons College to transfer to BE on 31st August 2019.

### **Followed by the development of the post-education Skills Offer ....**

As the college grew and developed, the College learners needed a quality post-education offer that continued to develop and maintain the skills learnt through school and college. UET was committed to supporting the College leavers and their families, so created a post-education skills-based offer that ensured skills learnt were applied through a range of work and life skills opportunities. Skills for Work and Skills for Life became a quality post-education programme promoting independence and life in the community.

This well-respected Skills offer further developed with the addition of a Bespoke Skills programme in September 2019 that was created to be accessible by YP&A that needed a fully individualised package with a focus on functional activity leading to enterprise opportunities.

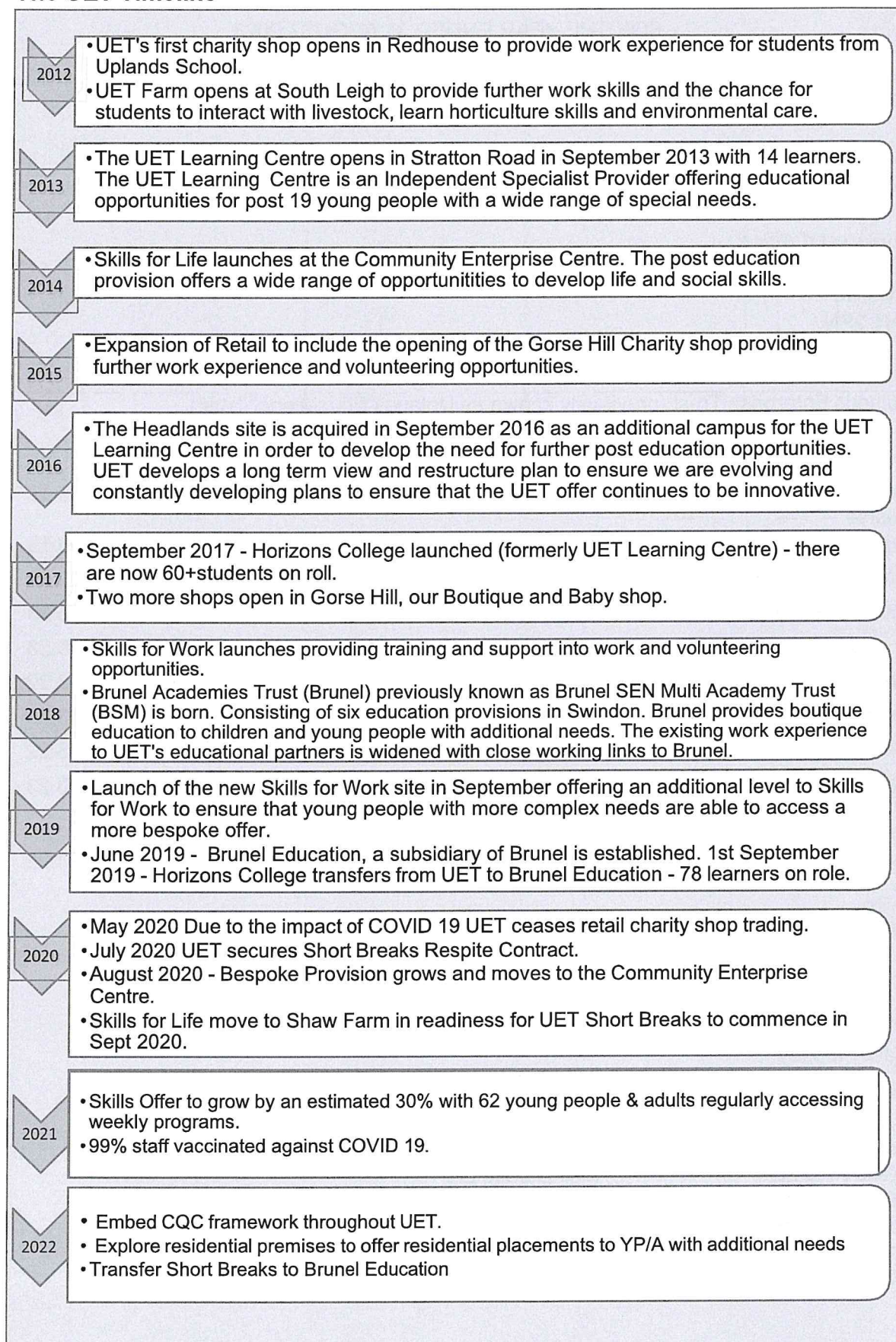
### **In 2020/21, UET further diversified ...**

Although 2020 saw UET remove the retail activity it also saw the implementation of a new service UET Short Breaks, a respite provision for Children and Young People with additional needs and their families. This new Short Breaks service was accompanied by the lease of an exciting new premises which will allow for further diversification through increasing and developing the offer for children from 5 – 18 years.

The initial 1-year Short Breaks tender was very successful with over 70 regular placements, despite the significant challenges posed by COVID restrictions during the lockdowns, COVID safe practices and inevitable COVID outbreaks. The initial tender was retendered in June 2021 and formally awarded to UET in July 2021 for a further 5 years with an estimated value in excess of 1.3 million and an associated growth and development plan. The Short Breaks offer was transferred to Brunel Education in April 2023, as a provision for children and young people under the age of 18 years old, UET decided that Brunel Education had the required expertise to meet the Ofsted regulatory framework and allow UET to continue to focus on an adult service, led by an experienced Senior Leadership Team.

UET has evolved, developed, and grown since Horizons College transferred to Brunel Education. Having moved from a predominantly retail offer with an income of approximately £250,000 in 2016 to a combined service offer for the academic year 22/23 that has an estimated income of over £1,400,000 predominately funded by local authority or social care placement fees. These placement fees are funded now by adult services and provide a non-profit sustainable income for UET to enable the service to expand and develop to meet the needs of a wider range of YP&A with additional needs. In September 2023 there were 88 YP&A accessing the Skills for Ever provision.

## The UET Timeline



# REFERENCE AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 AUGUST 2023

## Registered Company number

8011951 (England and Wales)

## Registered Charity number

1148086

## Registered office

Stratton Road Swindon

Wiltshire

SN1 2PN

## Charity name

Uplands Enterprise Trust (previously known as Uplands Educational Trust)

## Trustees

Jackie Fieldwick - Principal Trustee	appointed	29.03.12
Derek Dinsey	reappointed	13.03.19
Jeff Smith	reappointed	16.03.22
Anthony Griffiths	retired and reappointed	22.03.23
	resigned	26.06.23
Susan Dinsey	reappointed	16.03.22
Daniel Boden (Chair)	retired and reappointed	22.03.23
Chris Sims	reappointed	16.03.22
Alan Stone	retired and reappointed	22.03.23

## Company Secretary/Clerk

Michelle Carter	appointed	25.01.22
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## Patron

William Wyldbore-Smith

## Senior Leadership Team

Jackie Fieldwick	Chief Executive Officer (CEO)
Tracey Morley	Director of Operations
Chloe Morley	Head of Service

## Solicitors

Stone King LLP  
Boundary House  
91 Charterhouse Street  
London  
EC1M 6HR

## Accountants/Auditors

Ross Brooke Ltd  
16 Dorcan Business Village  
Murdock Road  
Dorcan  
Swindon, SN3 5HY

# **TRUSTEES' REPORT**

## FOR THE YEAR ENDED 31 AUGUST 2023

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st August 2023. The Trustees have adopted the provisions of the 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) (effective January 2019).

## **OBJECTIVES AND ACTIVITIES**

### **A. OBJECTS AND AIMS**

The objects of the charity are:

1. to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by developing, managing and providing, either directly or through third parties, education and training to pupils at Uplands School in Swindon (or any successor school to it);
2. promoting for the benefit of the inhabitants of Swindon and the surrounding area the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship, or social and economic circumstance or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants; and
3. to advance health and relieve disability by improving the morale, confidence, well-being, skills, and abilities of those deemed vulnerable.

### **B. OBJECTIVES, STRATEGIES AND ACTIVITIES**

**The UET Vision & Mission**

#### **Our Shared Vision**

Helping those with additional needs to help themselves.

#### **Our Mission**

To be a unique, high-quality organisation that builds self-belief, confidence, and skills to support those living with additional needs to feel valued and included within their community.

#### **Our Mission Objectives**

- Exceptional Services
- Exceptional People
- Exceptional Practice

## Our Values

The Vision and Mission are underpinned by the shared core values:

- Aspiration
- Integrity
- Inclusion

## Our Principles

Our principles are shaped by our vision, mission & values.

- **Exceptional services** where everyone can realise their potential.
- **Commitment to the Safeguarding of all CYP&A** is a key focus of all in the Trust.
- **Innovative opportunities** promote well-being and improves the life chances of CYP&A
- **Sustainable business model** delivered through fully compliant practice.
- **High standards of Governance & leadership**, with financial security and effective management supported by efficient services must be embedded in all areas to enable excellent outcomes.
- **High quality professional development** is valued.
- **Effective and Collaborative partnerships** are promoted with all stakeholders to develop exceptional ADDITIONAL NEEDS services and provision.

## Mission Objectives

### ➤ **Exceptional Services**

All our children, young people and vulnerable adults have exceptional opportunities through high quality services and provisions that enable them to develop the skills and attributes to contribute to and feel valued by their community.

### ➤ **Exceptional People**

UET is led by committed team of Trustees and staff (our UET people) who operate with absolute integrity, are forward thinking, hardworking, skillful practitioners determined to enable children, young people and vulnerable adults with ADDITIONAL NEEDS to reach their full potential.

### ➤ **Exceptional Practice**

Best practice is embedded to ensure sustainable provisions that are inclusive, aspirational, vibrant, safe, compliant, financially healthy, well-resourced and led by an exceptional team.

The UET Mission Objectives (MO) are met through clearly defined Strategic Objectives (SO). Progress towards achieving the MO SOs will be measured by a range of Key Performance Indicators (KPI). The KPIs ensure progress can be described both quantifiably and qualitatively towards achieving the SOs. The over-arching MOs for UET drive strategic planning and ensure the UET “Golden Thread” is evident in all aspects of development and improvement.

The monitoring of progress is robustly embedded supported by rigorous controls and moderation. The SOs are reviewed annually based on the outcomes of the KPIs for each year and the UET Strategic Plan is a dynamic 3 Year rolling program of intent, implementation, and impact that quality assures outcomes across UET.

SOs and KPIs are monitored regularly through the year by both Trustees and the Senior Management Team (SMT) through the more detailed Development Plans associated with each MO and SO.

The overall success of each SO and associated KPIs will be RAG rated in July of each academic year and the impact of the KPIs outcomes measured. This RAG rated review will then inform any amendments for subsequent SO and/or KPIs for the next academic year.

The Strategic lead for the MOs has direct accountability for ensuring outcomes and impact. A delegated lead is identified for each SO and associated KPIs to ensure actions are achieved in the agreed time scale and identify interventions if required.

Progress towards the MOs and SOs will be monitored regularly by the Strategic and Delegated Lead and will be reported to the UET Board through formal reports and SMT up-dates.

### Key Strategic Objective Overview 2022/2023

#### Mission Objective 1 – Exceptional Services:

- **SO1.** To provide an exceptionally high-quality service offer tailored to individual needs, goals, and outcomes, achieving this through an engaging, stimulating, and inclusive environment.
- **SO2.-** To embed a strong focus on Safeguarding and YP/A Wellbeing as a key priority.

#### Mission Objective 2 – Exceptional People:

- **SO3:** To recruit the best people, invest in our staff training, recognise, and reward our staff to promote commitment and longevity of service.
- **SO4:** To embed the importance of staff wellbeing ensuring they feel supported, listened to, and have the tools and resources they need.

#### Mission Objective 3 – Exceptional Practice

- **SO5:** To embed a quality assurance framework in line with the Care Quality Commissions 5 Key Questions
- **SO6:** To deliver Governance that is effective, supportive, and challenging to ensure accountability.

#### Mission Objective 1 Exceptional Services Table 1. Exceptional Services

Strategic Objective	KPI NO.	End of Year RAG Comments
<ul style="list-style-type: none"> <li>• <b>SO1.</b> To provide an exceptionally high-quality service offer tailored to individual needs, goals, and outcomes, achieving this through an engaging, stimulating, and inclusive environment.</li> </ul>	3	2 achieved & 1 partially achieved

<ul style="list-style-type: none"> <li>• <b>SO2.-</b> To embed a strong focus on Safeguarding and YP/A Wellbeing as a key priority.</li> </ul>	<b>3</b>	3 of 3 Achieved
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**Mission Objective 2 Exceptional People**

**Table 2. Exceptional People**

Strategic Objective	KPI No.	End of Year RAG Comments
<ul style="list-style-type: none"> <li>• <b>SO3:</b> To recruit the best people, invest in our staff training, recognise, and reward our staff to promote commitment and longevity of service.</li> </ul>	<b>3</b>	3 achieved
<ul style="list-style-type: none"> <li>• <b>SO4:</b> To embed the importance of staff wellbeing ensuring they feel supported, listened to, and have the tools and resources they need</li> </ul>	<b>3</b>	3 achieved

**Mission Objective 3 Exceptional Practice**

**Table 3. Exceptional Practice**

Strategic Objective	KPI No.	End of Year RAG Comments
<ul style="list-style-type: none"> <li>• <b>SO5:</b> To embed a quality assurance framework in line with the Care Quality Commissions 5 Key Questions</li> </ul>	<b>3</b>	3 achieved
<ul style="list-style-type: none"> <li>• <b>SO6:</b> To deliver Governance that is effective, supportive, and challenging to ensure accountability.</li> </ul>	<b>3</b>	1 achieved, 1 partially achieved & 1 not achieved

**Summary Table 5:**

<b>MO</b>	<b>Total KPIs</b>	<b>RED</b>	<b>AMBER</b>	<b>GREEN</b>	<b>GREY</b>
1	6	0	1	5	0
2	6	0	0	6	0
3	6	1	1	4	0
<b>Total =</b>	<b>18</b>	<b>1 (6%)</b>	<b>2 (11%)</b>	<b>15 (83%)</b>	<b>0</b>

The table above provides a summary of UET performance against the Key Performance Indicators outlined in our strategic plan 22/23. As you will see we have achieved 83% of KPI's as you agree is a great outcome.

### **Activity Overview 22/23**

UET had two key service areas:

- 1. Skills for Ever** (The Skills Offer for post-education YP&A 18 years + with 3 cohorts)
- 2. Short Breaks Respite** (The Children Offer for 5 – 18 years), since 1<sup>st</sup> of April 23 this service has transferred into Brunel Education.

Placements across our two key service areas within UET are continuing to increase with further growth expected in 2022/2023. This growth has required robust strategic planning underpinned by a clearly defined growth & resource plan, and this level of growth is expected into the next academic year 2023/2024. In our Skills for Ever service we have seen an additional 16 YP attending, we are delivering over 1,600 hrs per week across our 3 sites.

## 1. Skills for Ever (YP&A)

Skills for Ever is delivered through three distinct cohorts of provision: Skills for Life, Skills for Work and Bespoke. Each programme has a specialist offer that is tailored to meet the needs of their cohort through experienced and trained staff.

**Skills for Life** offers structured sessions that are innovative, creative, and adapted to meet the needs of our cohort. Skills for Life support YP&A with complex health needs and provides physical health support.

### **Skills for Life will:**

- **Enable communication.** We recognise that communication is imperative for our YP&A, and that there is more to communication than just verbal language. We encourage the use of communication aids that are provided within Skills for Life.
- **Promote choice.** Our trained staff use technology as an aid to enable our YP&A to independently make decisions. Choice is encouraged in every possible instance at Skills for Life.
- **Support health and wellbeing.** We offer a variety of sessions that create new experiences for our YP&A. Our trained staff provide personal care and physical health support, ensuring care provided is dignified and safe.
- **Create a sense of belonging.** Our structured sessions enable our YP&A to participate within group sessions, creating a sense of community. We encourage interaction between our YP&A, building upon their social interaction and relationships.

**Skills for Work** offers a work-focused package, to provide work experience opportunities to enable people to step into volunteering, self-employed or employed work with or without support. We aim to build the confidence and knowledge of our YP&A whilst also instilling professional values.

### **Skills for Work provide work experience in:**

- **Hospitality.** Our YP&A provide hot lunches for staff 4 days a week, they cost the ingredients, and are supported to purchase and prepare the meals.
- **Farm.** South Leigh offers the YP&A the chance to engage and interact with livestock and learn life skills in health and safety, environmental care, life processes and horticulture. Being fully inclusive, the farm enables all our YP&A to interact with peers and staff while taking part in practical, hands-on experience regardless of their ability.
- **Enterprise.** UET Enterprise provide a t-shirt and mug printing service. The YP&A have access to and operate the machinery used. We also pickle eggs and onions to sell and make candles and wax melts.
- **Admin.** Skills for Work have an office environment where our YP&A complete admin tasks. We also have an online shop, where our YP&A sort through stock, take photos and upload items of clothing/homeware items online.
- **Care Work.** All at Skills for Work have the opportunity to complete care work within UET.

**Bespoke** launched in summer 2019 to deliver tailored made packages, supporting YP&A with higher support requirements, and initially started with 3 YP&A, which very quickly became five. Due to the nature of the YP&A we supported we were mainly based off site, initially supporting the charity shops with our logistic team. Bespoke then moved into the CEC building in September

2020 which enabled further development of the well-being offer that was required in COVID. This included the development of well-being sessions, addressing things like anxiety and low mood through Yoga sessions specifically capturing our YP&A with ASD. We also support our YP&A to access Lift counselling services to address mental health issues.

All YP&A are supported at a 1:1 or above ratio. Packages to include hands on learning, to produce enterprise, embedding functional skills, whilst gaining essential employability skills. Our offer includes:

- Essential living skills, with activities, like shopping, cooking, and cleaning.
- Social and community skills, accessing café's pubs and restaurants. We also support our local community with regular litter picking sessions.
- Tailor made sensory sessions, utilising our recently purchase OMI table.
- Community links, such as Oak and Furrows, and The Big Yellow Bus project.
- Enterprise activity such as woodwork, textiles, catering, horticulture, business studies within an enterprise, logistics, Health & Safety awareness, recycling, and current world trends.

## **2. Short Breaks (CYP)**

Launched in September 2020, UET Short Breaks offers a provision for C&YP aged 5-18 with ADDITIONAL NEEDS. The Short Breaks provision provided afterschool, weekend respite and school holiday respite. This provision was moved to Brunel Education from April 2023, with the relevant staff TUPE across.

### **Farm**

UET Farm offered an inclusive, therapeutic, and educational space for Children and Young People (CYP) with additional needs and complex needs. We encouraged and supported a variety of outdoor learning and nature-based activities around the Farm. All sessions are bespoke and interlinked to students appreciating the valuable part they play in caring for the environment and each other, learn transferable life and social skills and contribute to a positive sense of well-being, since September 2023 the Farm is now only accessed by YP/A from UET, our staff support our YP/A with:

- Caring for the animals – chickens, ducks & a pony
- Growing in the organic garden
- Cooking with homegrown produce in the cabin
- Wildlife watching in our pond area

Each provision within UET has made good progress in year 22/23 below provides an overview of some of the achievements in each provision.

### **Skills for Life**

The team at Skills for Life have shown great commitment and tenacity to ensuring the young people and adults health and wellbeing is paramount, providing a safe and engaging environment to maintain their level of independence and provide peer to peer interaction.

### **Skills for Work**

Our focus has been providing meaningful opportunities by converting our retail offer to our online shop, sustaining their wellbeing and relationships, and having a focus on enterprise production. Since the Covid restrictions have lifted, we have been able to access the local community more, allowing our YP to engage with local businesses once again, gaining work experience opportunities with several local businesses.

### **Bespoke**

Expanded production of enterprise items which has broadened their partnerships within the community to increase opportunities for the young people and adults. Our YP have regular opportunities to advertise and sell their enterprise products, working on their communication and customer service skills.

With the implementation of recording tools to capture engagement, outcomes and inform next steps for each individual young person and adult within each provision.

## C. PUBLIC BENEFIT

The Trustees have paid due regard to the Charity Commission's guidance on public benefit in deciding what activities the charity should undertake. The Trustees consider that they have acted in the public benefit.

## D. DELIVERY

### Effective leadership

For UET to continue to be a unique organisation, providing meaningful opportunities for young people with additional needs and deliver our key strategic objectives, we recognise that we have to:

- 1) Have a forward-thinking effective leadership team, driven by a focused trustee Board and an adaptable team that have a passion for the work of the trust. Develop an efficient SMT and admin support team to enable the provisions to deliver with the tools, information and knowledge they require.
- 2) Continuously quality control the UET offer by quality assurance and stakeholder feedback.
- 3) Ensure that our growth is clear, planned and agreed whilst maintaining the quality offer of the UET.

UET is led by a knowledgeable Board of voluntary Trustees and run by enthusiastic, skilled, and creative staff, and is a registered charity which operates for its charitable purposes for the public benefit. The Trustees report to the Charity Commission each year on how it has carried out its charitable purpose for the public benefit in line with the Charity Commission's public benefit guidance where relevant. UET Trustees ensure that they are aware of the guidance and take it into account when making decisions to which the guidance is relevant. All Trustees uphold the **Nolan Principles of Public Life**.

The UET Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, have overall responsibility and ultimate decision-making authority for all the work of UET in line with Charity Commission guidelines. The Trustees adopt the provisions of the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities when preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective January 2015).

The UET Board of Trustees is made of individuals who are appointed because of the skills that they bring to the governance of UET. The Trustees have a range of skills and qualities, and a variety of professional and personal experience. Skills Audits are carried out annually to ensure that UET has a diverse Board where Trustees have different experiences and perspectives which ensures that the Board makes well-rounded decisions. Any gaps in the overall skills identified from the Skills Audit informs the recruitment requirements of the Board to continually ensure that the Board has the expertise to:

- exercise overall control of UET's current business operations
- manage the charity's resources responsibly
- set the strategy and oversee its implementation
- ensure that the needs of the UET's beneficiaries are put first
- keep the charity true to its purpose

The fundamental principles and rules of governance are determined within:

- The Articles of Association
- Associated guidance documents, policies and job descriptions
- Compliance with the regulations laid out in the Charities SORP
- The Charity Commission's public benefit guidance

The UET Board aims to manage by exception and invest in areas of risk. It oversees operational standards, compliance, financial probity and safeguarding. It is responsible for overseeing the work of the Chief Executive Officer (CEO) and all staff in delivering UET's vision, in line with the UET Strategic Plan.

Link Trustees work closely with staff in each of the UET Provision areas providing support and challenge to ensure that UET's provisions are safe, secure, are of high-quality and ensure the best outcomes for all young people. The UET Board ensure effective engagement with parents and carers, community and stakeholders through local knowledge. They oversee the implementation of the UET Provision Development Plans, ensuring alignment with UET's vision and Strategic Plan.

UET is led by the Chief Executive Officer (CEO) who leads the UET Senior Management Team (SMT) consisting of the Director of Operations and Head of Service.

### Quality Assurance

UET recognises that external audits provide a valuable opportunity to view systems and processes through the eyes of experts in their field.

Safeguarding is supported through an annual review with the safeguarding team (including the linked trustee) to ensure all understanding and process follows legislation and all team training including the induction, is up to date.

A GDPR external audit is carried out annually and SMT carry out random GDPR audits throughout the year on team devices. H&S audits are carried out monthly in-house and annually externally. Finance month end reviews and checks are carried out by a Chartered Accountant and final year end accounts are fully audited externally.

### Planning for the Future

UET recognises its unique role in providing post education support to the young people it works with. With increasing demand for the services, it is essential that we ensure that expansion does not compromise the quality of the UET offer and to keep the young people at the centre of everything that we do.

Whilst growth is inevitable, as unlike education we do not have a fixed term attendance, we recognise that we need to ensure that any expansion is within the original vision of the organisation, accommodating our original team of young people on their path through adulthood whilst welcoming new young people to a focused and supportive environment.

Uplands Enterprise Trust is a developing and growing charitable trust for young people and adults (YP/A) with additional needs focused on developing skills and supporting families. The key objective is to provide quality opportunities for YP/A with ADDITIONAL NEEDS to help them to help themselves. UET's detailed 3-year Strategic Plan will be measured by three Key Strategic Objectives (KSO) and their associated annual Key Performance Indicators (KPIs) described below, and there is an expectation that there will be other developments as the charitable trust continues to grow.

One of the strengths of the UET is to keep evolving, we listen to the young people that we work with and create new opportunities to help support them.

The following are additional areas for development which will need to be revised and included in the UET Strategic Plan for 2023/2024

### **Skills for Ever**

- Continuing the Quality Assurance, focus on each of the individual provisions to ensure regulatory compliance.
- Focus on relevant training and development within the individual provisions to guarantee a multi-skilled and confident workforce.
- Implement a robust process to capture and measure impact across UET.
- Plan and develop an additional provision to support our YP/A with practical independent living skills and employability skills providing opportunity within UET and within the local community.
- Explore a single site for all UET provisions in the coming years.
- Incorporate a residential setting to offer placements for YP/A with a view to them moving into a more independent living arrangement once they have learnt the skills required, this would not just be within Swindon but surrounding areas as well.

## **FINANCIAL REVIEW**

### **A. RESERVES POLICY**

At the year end the Trust has total funds of £419,948 (2022: £374,193). Of those funds, £32,457 are held as restricted funds and £115,373 are held as tangible fixed assets. The free reserves at 31 August 2023 are £387,491. The Trustees are confident that the trust can continue to operate with its reserves to reflect approximately 3 months of running costs (£276,000).

### **B. FINANCIAL POSITION**

At the year end the trust had net current assets of £304,575.

### **C. PENSION**

The trust contributes towards the NEST pension scheme.

### **D. PRINCIPAL FUNDING SOURCES**

The trust's main income source is from Adult Social Care funded packages and placements, NHS placements and Direct Payments received from parents and carers, with £1,196,698 income received in 2022/23.

## **E. PRINCIPAL RISKS AND UNCERTAINTIES**

The UET Board of Trustees has reviewed the major risks to which the Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks.

The principal risks and uncertainties facing the Trust are as follows:

Failures in governance and/or management – the risk in this area arises from potential failure to effectively manage the Trust's finances, internal controls, compliance with regulations and legislation, statutory returns etc. The Trustees continue to review and ensure that appropriate measures are in place to mitigate these risks.

Reputational – the continuing success of the Trust is dependent on continuing to attract applicants in sufficient numbers by maintaining the highest standards. To mitigate this risk Trustees ensure that a full quality assurance framework is embedded across all areas of UET and is closely monitored and reviewed.

Safeguarding – the Trustees continue to ensure that the highest standards are maintained in the areas of selection and monitoring of staff, the operation of child and vulnerable adults' protection policies and procedures, health & safety and discipline.

Staffing – the success of the Trust's is reliant on the quality of its staff and so the Trustees monitor and review policies and procedures to ensure continued development and training of staff as well as ensuring there is clear succession planning.

Fraud and mismanagement of funds – All finance staff receive training to keep them up to date with financial practice requirements and develop their skills in this area.

The full Board of Trustees met 4 times during the period 1st September 2022 to 31st August 2023. The AGM took place on 22<sup>nd</sup> March 2023 at Stratton Road, Swindon, SN1 2PN. At each of the meetings the Trustees reviewed the charities current activity and reviewed UET's strategic and financial planning and the operational activity and developments of the charity. Standing items on the meeting agendas include the review of the UET Risk Register and written reports from the CEO, Director of Operations and Head of Service, including a finance update from the Chief Finance Officer and Link Finance Trustee, Tony Griffiths (until his resignation in June 2023). Management Accounts are also reviewed monthly with Ross Brookes Accountants, the CEO and Link Finance Trustee Tony Griffiths.

The Trustees consider any risks using a risk evaluation matrix (operational, knowledge & people, financial, compliance and reputation) which may affect the trust. It assesses the risk impact, the risk likelihood, and the control procedures in place, ensuring that 'red' risks are identified and appropriate strategies for the mitigation of any risks are identified. The Board monitors the implementation of these strategies and reviews the risk register at each Board meeting.

## **F. FUNDRAISING**

Within 2022/2023 UET were very fortunate to have received grants for a total of £37,359 through successful applications completed by Caroline Dent. This consisted of £6,083 from St James's Place Foundation, £3,000 from D'Oyly, £10,000 from The National Lottery, £1,000 from Stratton St Margaret, £2,046 from The Wiltshire Community Fund, £14,396 from Openwork, £834 from Highworth festival. UET fundraised a total of £8,596 during the year which included £7,500 from The Swindon Rotary Club and £675 for selling votive candles. UET also received donations of £2,088 including £500 from the Asda Green Token and £426.09 from the Superhero Matathon.

With these funds the charity was able to purchase 2 soundbeams, conduct work to the sensory room at Stratton Road, take a trip to Bournemouth, buy new equipment and fulfill both a Christmas and a starlight project.

UET are still part of Swindon Community Lottery, Easyfundraising and Amazon Smile for which we receive monies.

UET received no complaints about fundraising activities during 2022/23.

## **G. GOING CONCERN**

After making appropriate enquiries, the Board has a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern can be found in the Accounting Policies.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **GOVERNING DOCUMENT**

The charity is controlled by its governing document, a deed of trust, and constitutes a limited Company, limited by guarantee, as defined by the Companies Act 2006.

The charity is governed by its memorandum and articles incorporated 29/03/2012 as amended by special resolution(s) dated 05/07/2012.

### **RECRUITMENT, APPOINTMENT, INDUCTION AND TRAINING OF NEW TRUSTEES**

The Trust has seven Trustees who are also directors of the company. The Trustees all have a background in either SEN Education, Health and Social Care, Finance, HR, Health & Safety, Governance and Risk Management or come from a local business or charity sector background. Three of the seven Trustees are also parents of young people with Special Educational Needs. The Trustees were recruited through their connection with the Brunel Academies Trust and the local community or recruited externally via the volunteering network, Involve Swindon. Trustees hold an Annual Visioning Day to discuss and agree UET's 5 Year Strategic Plan and vision for the future. Newly appointed Trustees receive one to one induction training from the Principal Trustee to understand the Trustees role and responsibilities, the needs of the Cohort and the work of the Trust.

At the Annual General Meeting held 22<sup>nd</sup> March 2023, Mr Alan Stone, Mr Tony Griffiths and Mr Daniel Boden retired. Following a proposal from Mrs Jackie Fieldwick which was seconded by Mr Chris Sims, Mr Alan Stone, Mr Tony Griffiths and Mr Daniel Boden were each re-appointed for a further term. This was unanimously agreed by all Trustees.

The Trust is very fortunate in having a strong Board of Trustees who continually strive to develop and grow their knowledge. The Trust is grateful to each of the Trustees for their commitment and enthusiasm and the work they have done for the Trust throughout the year. The Trustees would like to express their sincere thanks to Mr Tony Griffiths for his commitment and support of the Trust during his time as a Trustee and would also like to express their gratitude to the patron of UET, Mr William Wyldbore-Smith, for supporting and promoting the work of the UET through his wider charitable work both locally and nationally.

The Trust would like to thank all staff and managers for their dedication, commitment and hard work and would also like to express thanks to all of the local, regional and national business partners who have provided volunteers, donations, grants, and raised funds for UET. The Trust relies on donations received and the generosity and enthusiasm of our formal and informal partners whose support is invaluable to the work of the charity.

## ORGANISATIONAL STRUCTURE

Trustees/Directors govern the charity and set the overall strategy, objectives and targets. The strategic and operational management of the trust is delegated to the CEO who line manages the Senior Management Team within UET. The CEO, Director of Operations and Head of Service form the UET Senior Management Team (SMT). The SMT are responsible for strategic and operational leadership of UET and are supported by the Brunel Academies Trust Central Services Team. The Trust have a service level agreement in place and a formalised re-charge model between Brunel and Uplands Enterprise Trust to pay for central support services, based upon actual staff time and costs, for support services provided to the trust by Brunel employees.

## ARRANGEMENTS FOR SETTING PAY AND REMUNERATION OF KEY MANAGEMENT PERSONNEL

Key personnel's remuneration packages are agreed by Trustees/ CEO through their pay policy, as appointments are made the roles are defined and assessed against the market to identify a salary range and job description. Key personnel are able to progress within their role providing performance management targets are achieved within the defined benefits of the salary grade. The performance management framework is a cyclical review completed on an annual basis. An independent review of performance is completed each year for the CEO to provide trustee's with additional assurance that targets are being achieved.

## RELATED PARTIES

Brunel Academies Trust (Brunel) and its subsidiary company Brunel Education (BE) work closely with Uplands Enterprise Trust. The Trust's CEO is a Trustee/CEO of both Brunel and BE with the business functions of the UET being supported by the Brunel's central service function, via a formal service level agreement. Brunel and BE students benefit from the services provided by UET where students access the farm, holiday clubs and retail provisions on a regular basis. Mr Chris Sims is also a Trustee on the Brunel Academies Trust Board of Trustees. UET's patron, Mr William Wyldbore- Smith, is also a Trustee of both Brunel and BE.

## RISK MANAGEMENT

The Trustees have a duty to identify and review the risks to which the trust is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The UET Board of Trustees has reviewed the key risks to which the trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees categorises risks into 4 main categories; Reputation, Operational, Knowledge & People & Financial.

The UET Board of Trustees has responsibility for monitoring and evaluating the impact of risk. The Board of Trustees has implemented formal processes for identifying, evaluating and managing the trust's significant risks. This has been embedded in the activity of the UET Board in the period 1<sup>st</sup> September 2022 to 31<sup>st</sup> August 2023 up to the date of approval of the annual report and financial statements. The risk management process is regularly reviewed by the Board of Trustees and with Link Trustee, Daniel Boden.

### Statement of Trustees' responsibilities

The Trustees (who are also the directors of the company 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 requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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.

### Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and

that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Report of the Trustees, incorporating a strategic report, approved by order of the Board of Trustees, as the company directors, on 24.04.2024 and signed on the Board's behalf by:


Mrs J Fieldwick, Principal Trustee

Date: 24/04/2024



Mr D Boden, Trustee

Date: 24/04/2024





**Independent Auditor's Report to the Trustees of  
Uplands Enterprise Trust**

**Opinion**

We have audited the financial statements of Uplands Enterprise Trust (the 'charitable company') for the year ended 31 August 2023 which comprise the Statement of Financial Activities, Balance Sheets and Statements of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of charitable company's affairs as at 31 August 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's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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

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

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' Annual Report, which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Trustees' Annual Report has been prepared in accordance with applicable legal requirements.

## **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report included within the Trustees' Annual Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the Trustees' Annual Report and take advantage of the small companies exemption from the requirement to prepare a Strategic Report.

## **Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities Statement set out on page 21, the trustees (who are also the directors of the charitable company purposes of company law) are responsible for the preparation of a trustees' annual report and financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error

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

## **Auditor's responsibilities for the audit of the financial statements**

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

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

We have considered:

- the nature of the charity and sector, control environment and operating performance;
- the charity's own assessment, including assessments made by key management, of the risks that irregularities may occur either as a result of fraud or error;
- any matters we identified having reviewed the charity's policies and procedures relating to:
- identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
- the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
- the matters discussed amongst the audit engagement team.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the areas in which management is required to exercise significant judgement, such as the disclosure of adjusting items. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

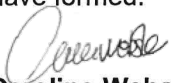
We also obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context were the Companies Act, Charities Act and tax legislation.

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 for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

### **Use of our report**

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



**Caroline Webster (Senior Statutory Auditor)  
for and on behalf of UHY Ross Brooke, Statutory Auditor**

Suite 1 Windrush Court  
Abingdon Business Park  
Abingdon  
Oxfordshire  
OX14 1SY

Date 01/05/2024

**Uplands Enterprise Trust**

**Statement of Financial Activities**  
**(Incorporating an Income and Expenditure Account)**  
**for the Year Ended 31 August 2023**

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	3	2,088	37,359	39,447	66,686
<b>Charitable activities</b>					
Learning and Living support	5	1,304,174	-	1,304,174	1,213,171
Other trading activities	4	8,596	-	8,596	8,622
<b>Total</b>		<u>1,314,858</u>	<u>37,359</u>	<u>1,352,217</u>	<u>1,288,479</u>
<b>EXPENDITURE</b>					
<b>Charitable activities</b>					
All provisions	6	1,292,800	13,662	1,306,462	1,161,122
Other		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total</b>		<u>1,292,800</u>	<u>13,662</u>	<u>1,306,462</u>	<u>1,161,122</u>
<b>NET INCOME/(EXPENDITURE)</b>		22,058	23,697	45,755	127,357
<b>Transfers between funds</b>		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Other recognised gains/(losses)</b>					
Actuarial gains/(losses) on defined benefit schemes		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net movement in funds</b>		22,058	23,697	45,755	127,357
<b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		<u>365,433</u>	<u>8,760</u>	<u>374,193</u>	<u>246,836</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>387,491</u></u>	<u><u>32,457</u></u>	<u><u>419,948</u></u>	<u><u>374,193</u></u>

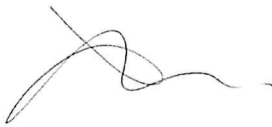
The notes form part of these financial statements

**Uplands Enterprise Trust (Registered number: 08011951)**

		<b><u>Balance Sheet</u></b>	
		<b><u>31 August 2023</u></b>	
	Notes	+2023 £	2022 £
<b>FIXED ASSETS</b>			
Tangible assets	13	115,373	111,556
<b>CURRENT ASSETS</b>			
Debtors	14	188,873	128,677
Cash at bank and in hand		<u>263,786</u>	<u>307,981</u>
		452,659	436,658
<b>CREDITORS</b>			
Amounts falling due within one year	15	(148,084)	(174,021)
		<u>304,575</u>	<u>262,637</u>
<b>NET CURRENT ASSETS</b>			
		419,948	374,193
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			
		<u>419,948</u>	<u>374,193</u>
<b>NET ASSETS</b>	17		
<b>FUNDS</b>	18		
Unrestricted funds		387,491	365,433
Restricted funds		<u>32,457</u>	<u>8,760</u>
<b>TOTAL FUNDS</b>		<u>419,948</u>	<u>374,193</u>

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 24<sup>th</sup> April 2024 and were signed on its behalf by:



.....  
J A Fieldwick - Trustee



.....  
D Boden - Trustee

The notes form part of these financial statements

**Uplands Enterprise Trust**

**Cash Flow Statement**  
**for the Year Ended 31 August 2023**

	Notes	2023 £	2022 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	20	<u>52,011</u>	<u>204,587</u>
Net cash (used in)/provided by operating activities		<u>52,011</u>	<u>204,587</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(49,097)	(67,219)
Sale of tangible fixed assets		<u>(47,109)</u>	<u>220</u>
Net cash provided by/(used in) investing activities		<u>(96,206)</u>	<u>(66,999)</u>
<b>Cash flows from financing activities</b>			
Loan repayments in year		-	-
Pension liability transferred		<u>-</u>	<u>-</u>
Net cash used in financing activities		<u>-</u>	<u>-</u>
<b>Change in cash and cash equivalents in the reporting period</b>			
	21	(44,195)	137,588
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>307,981</u>	<u>170,393</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u>263,786</u>	<u>307,981</u>

The notes form part of these financial statements

## **Uplands Enterprise Trust**

### **Notes to the Financial Statements for the Year Ended 31 August 2023**

#### **1. STATUTORY INFORMATION**

Uplands Enterprise Trust is a charitable company limited by guarantee, without share capital, incorporated in England and Wales. The registered office address and principal activities can be found in the Trustees' Report.

#### **2. ACCOUNTING POLICIES**

##### **General information and basis of preparation**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Uplands Educational Trust meets the definition of a public benefit entity under FRS 102.

The accounts are presented in Sterling which is the functional currency of the Trust and rounded to the nearest pound.

##### **Going concern**

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about its ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

##### **Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

##### **Interest**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

##### **Grants**

Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet.

When entitlement occurs before income is received, the income is accrued.

##### **Donations**

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured.

##### **Agency arrangements**

The academy trust acts as an agent in distributing 16-19 bursary funds from ESFA. Payments received from ESFA and subsequent disbursements to students are excluded from the statement of financial activities as the trust does not have control over the charitable application of the funds.

##### **Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on the basis detailed below.

VAT charged to but not recoverable by the charity is included under the heading to which the expenditure relates.

##### **Allocation and apportionment of costs**

Support costs have been apportioned to the relevant activities of the charity on the basis of the percentage of staff numbers expressed as full time equivalent employees.

## Uplands Enterprise Trust

### Notes to the Financial Statements - continued for the Year Ended 31 August 2023

#### 2. ACCOUNTING POLICIES - continued

##### **Redundancy / Termination payments**

Termination benefits are measured at the best estimate of the expenditure required to settle the obligation at the reporting date. If the expected settlement date of the termination payments is 12 months or more after making the provision and the effect would be material, the present value of the obligation is calculated using an appropriate discount rate.

##### **Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Property Improvements	- 10% on straight line basis
Plant and machinery	- 10% on straight line basis
Fixtures and fittings	- 20% - 33% straight line basis
Motor vehicles	- 20% on straight line basis
Computer equipment	- 33% on straight line basis

Assets costing £100 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment. Depreciation is charged from the month of acquisition to the month of disposal.

##### **Taxation**

The charity is exempt from corporation tax on its charitable activities.

##### **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

##### **Hire purchase and leasing commitments**

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

##### **Defined contribution scheme**

The assets of the scheme are held separately from those of the charity in an independently administered fund, NEST. The costs of the defined contribution arrangements are charged as incurred.

##### **Donated goods**

Where material, donated goods and services are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, where material, donated goods and services are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

In accordance with the Charities SORP (FRS 102), the general volunteer time is not recognised and refer to the trustees' annual report for more information about their contribution.

The charity receives donated goods for resale. Estimating the fair value of these goods is impractical because of the volume of low-value items received and the absence of detailed stock control systems and records. As such the donated goods for resale are not recognised on receipt. Instead, the value to the charity of the donated goods sold is recognised as income when sold.

##### **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.

## Uplands Enterprise Trust

### Notes to the Financial Statements - continued for the Year Ended 31 August 2023

#### 2. ACCOUNTING POLICIES - continued

##### **Cash at 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 recognised where the charity 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.

##### **Financial instruments**

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

##### **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

None

##### Critical areas of judgement

There are no critical areas of judgement.

#### 3. DONATIONS AND LEGACIES

	2023	2022
	£	£
Donations	2,088	10,868
Grants	<u>37,359</u>	<u>55,818</u>
	<u>39,447</u>	<u>66,686</u>

Grants received, included in the above, are as follows:

	2023	2022
	£	£
Swindon Borough Council – Infection Control	-	28,818
Social Farms & Gardens	-	750
St James Place – Sensory	6,083	-
Rotary Club	-	1,400
Wiltshire Community Fund	2,046	5,000
D'Oyly Carte	-	4,000
Sponsor a Star	-	850
B&Q	-	5,000
Charities Trust	-	10,000
Festival of Highworth	834	-
The D'Oyly Carte Charitable Trust	3,000	-
The Open Foundation	14,396	-
National Lottery	10,000	-
St Margaret Parish Council	<u>1,000</u>	<u>-</u>
	<u>37,359</u>	<u>55,818</u>

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2023**

**4. OTHER TRADING ACTIVITIES**

	2023	2022
	£	£
Fundraising events – Swindon Rotary Club and candle sales	8,596	3,866
Other Income	-	4,756
	<u>8,596</u>	<u>8,622</u>

**5. INCOME FROM CHARITABLE ACTIVITIES**

	2023	2022
	£	£
Course fees and placements	1,196,698	971,414
Commissioned Sessions	96,130	233,427
Shop income	1,219	1,991
Holiday/Saturday club income	-	-
Enterprise income	9,305	5,511
Other	822	828
	<u>1,304,174</u>	<u>1,213,171</u>

**6. CHARITABLE ACTIVITIES COSTS**

	Direct Costs (see note 7)	Support costs (see note 8)	Totals
	£	£	£
All provisions	<u>1,141,016</u>	<u>165,446</u>	<u>1,306,462</u>

**7. DIRECT COSTS OF CHARITABLE ACTIVITIES**

	2023	2022
	£	£
Staff costs	837,514	771,597
Building rent	59,955	60,792
Rates and water	2,446	822
Insurance	9,412	7,713
Light and heat	29,673	17,491
Telephone	5,213	7,010
Fire and security	9,318	4,858
Repairs, renewals and cleaning	59,145	55,692
Motor and travel	18,711	15,235
Postage & stationary	4,876	7,408
PPE supplies	3,744	9,822
IT Support	10,231	3,379
Training	10,695	4,020
Enterprise costs	12,953	9,631
Subscriptions	403	372
Staff Welfare	6,653	3,385
Donations Paid	-	325
Marketing	2,122	175
Professional fees	-	-
Sundry costs	9,390	8,587
Bad Debts	1,560	495
Waste disposal	6,487	4,365
Depreciation and loss on disposal	40,515	25,889
	<u>1,141,016</u>	<u>1,019,063</u>

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2023**

**8. SUPPORT COSTS**

	HR & Finance £	Governance costs £	Totals £
Living and working	<u>82,897</u>	<u>82,549</u>	<u>165,446</u>

Support costs, included in the above, are as follows:

	2023 £	2022 £
Insurance	-	-
Telephone	-	-
Bank charges	491	480
Business support	132,986	114,669
Sundries	-	-
Auditors' remuneration	7,200	6,500
Recruitment	134	1,088
Bookkeeping	17,136	16,822
Legal and professional	4,999	-
Accountancy and Independent examination	<u>2,500</u>	<u>2,500</u>
	<u>165,446</u>	<u>142,059</u>
Carried forward		

**9. NET INCOME/(EXPENDITURE)**

9.

Net income/(expenditure) is stated after charging/(crediting):

	2023 £	2022 £
Depreciation- owned assets	30,595	25,889
Other operating leases	59,955	60,792
Accountancy and Audit fees	9,700	9,000

**10. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 August 2023 nor for the year ended 31 August 2022.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 August 2023 nor for the year ended 31 August 2022.

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2023**

**11. STAFF COSTS**

	2023	2022
	£	£
Wages and salaries	791,268	727,948
Social security costs	34,801	33,424
Other pension costs	11,445	10,225
	<u>837,514</u>	<u>771,597</u>

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

	2023	2022
	<u>54</u>	<u>51</u>

No employees received emoluments in excess of £60,000.

**Key management personnel**

The key management personnel of the charity comprise the trustees and the senior management team. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the charity was £52,335 (2022: £57,316). The total employee benefits include costs of direct employment and costs of employee benefits recharged to the charity.

**12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	10,868	55,818	66,686
<b>Charitable activities</b>			
All provisions	1,221,793	-	1,221,793
	<u>1,232,661</u>	<u>55,818</u>	<u>1,288,479</u>
<b>Total</b>			
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>			
All provisions	1,105,858	55,264	1,161,122
	<u>1,105,858</u>	<u>55,264</u>	<u>1,161,122</u>
<b>Total</b>			

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2023**

**12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

	Unrestricted funds £	Restricted funds £	Total funds £
<b>NET INCOME</b>	126,803	554	127,357
<b>Transfers between funds</b>	-	-	-
<b>Other recognised gains/(losses)</b> Actuarial gains/(losses) on defined benefit schemes	-	-	-
<b>Net movement in funds</b>	126,803	554	127,357
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>	238,630	8,206	246,836
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>365,433</u>	<u>8,760</u>	<u>374,193</u>

**13. TANGIBLE FIXED ASSETS**

	Short leasehold £	Plant and machinery £	Fixtures and fittings £
<b>COST</b>			
At 1 September 2022	79,070	18,224	63,080
Additions	26,399	5,294	4,095
Disposals	<u>(10,476)</u>	-	-
At 31 August 2023	<u>94,993</u>	<u>23,518</u>	<u>67,175</u>
<b>DEPRECIATION</b>			
At 1 September 2022	35,856	16,998	22,642
Charge for year	8,475	1,278	11,079
Eliminated on disposal	<u>(786)</u>	-	-
At 31 August 2023	<u>43,545</u>	<u>18,276</u>	<u>33,721</u>
<b>NET BOOK VALUE</b>			
At 31 August 2023	<u>51,448</u>	<u>5,242</u>	<u>33,454</u>
At 31 August 2022	<u>43,214</u>	<u>1,226</u>	<u>40,438</u>

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2023**

**13. TANGIBLE FIXED ASSETS - continued**

	Motor vehicles £	Computer equipment £	Totals £
<b>COST</b>			
At 1 September 2022	28,645	12,522	201,541
Additions	7,094	6,215	49,097
Disposals	<u>(8,129)</u>	<u>(319)</u>	<u>(18,924)</u>
At 31 August 2023	<u>27,610</u>	<u>18,418</u>	<u>231,714</u>
<b>DEPRECIATION</b>			
At 1 September 2022	7,192	7,297	89,985
Charge for year	6,106	3,658	30,596
Eliminated on disposal	<u>(3,296)</u>	<u>(158)</u>	<u>(4,240)</u>
At 31 August 2023	<u>10,002</u>	<u>10,798</u>	<u>116,341</u>
<b>NET BOOK VALUE</b>			
At 31 August 2023	<u>17,608</u>	<u>7,620</u>	<u>115,373</u>
At 31 August 2022	<u>21,453</u>	<u>5,225</u>	<u>111,556</u>

**14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2023 £	2022 £
Trade debtors	159,952	67,857
Other debtors	3,458	3,321
Accrued income	1,378	43,667
Prepayments	<u>24,085</u>	<u>13,832</u>
	<u>188,873</u>	<u>128,677</u>

**15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2023 £	2022 £
Trade creditors	62,263	24,649
Social security and other taxes	11,640	9,079
Other creditors	3,538	6,599
Accruals and deferred income	<u>70,643</u>	<u>133,694</u>
	<u>148,084</u>	<u>174,021</u>

**16. LEASING AGREEMENTS**

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2023 £	2022 £
Within one year	38,653	38,503
Between one and five years	8,167	15,167
In more than five years	<u>-</u>	<u>-</u>
	46,820	53,670

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2023**

**17. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
Fixed assets	115,373	-	115,373	111,556
Current assets	420,202	32,457	452,659	436,658
Current liabilities	<u>(148,084)</u>	<u>-</u>	<u>(148,084)</u>	<u>(174,021)</u>
	<u>387,491</u>	<u>32,457</u>	<u>419,948</u>	<u>374,193</u>

**18. MOVEMENT IN FUNDS**

	At 1.9.22 £	Net movement in funds £	Transfers between funds £	At 31.8.23 £
<b>Unrestricted funds</b>				
General fund	<u>365,433</u>	<u>22,058</u>	<u>-</u>	<u>387,491</u>
<b>Restricted funds</b>				
Community Enterprise Centre	822	-	-	822
Farm tools	375	-	-	375
Skills for Work refit	3,056	-	-	3,056
Sensory room	2,925	-	-	2,925
Social Farms & Gardens	693	-	-	693
Sponsor-a-Star	850	-	-	850
Charities Trust	39	-	-	39
Openwork	-	6,796	-	6,796
Stratton St Margaret	-	1,000	-	1,000
National Lottery	-	10,000	-	10,000
Doyle	-	3,000	-	3,000
St James	-	1,911	-	1,911
Wiltshire Community Fund	-	928	-	928
Highworth Festival	<u>-</u>	<u>62</u>	<u>-</u>	<u>62</u>
	<u>8,760</u>	<u>23,697</u>	<u>-</u>	<u>32,457</u>
<b>TOTAL FUNDS</b>	<u>374,193</u>	<u>45,755</u>	<u>-</u>	<u>419,948</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,314,858	(1,292,800)	22,058
<b>Restricted funds</b>			
Openwork	14,396	(7,600)	6,796
Stratton St Margaret	1,000		1,000
National Lottery	10,000		10,000
Doyle	3,000		3,000
St James	6,083	(4,172)	1,911
Wiltshire Community	2,047	(1,119)	928
Highworth Festival	834	(772)	62
	<u>1,352,218</u>	<u>(1,306,463)</u>	<u>45,755</u>
<b>TOTAL FUNDS</b>	<u>1,352,218</u>	<u>(1,306,463)</u>	<u>45,755</u>

Restricted funds received from National Lottery are to be used on flooring as Stratton Road. Openwork funds are to be used on the Sensory room at Stratton Road. Doyle funds are to be spent on a sound beam.

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2023**

**18. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

	At 1.9.21 £	Net movement in funds £	Transfers between funds £	At 31.8.22 £
<b>Unrestricted funds</b>				
General fund	<u>238,630</u>	<u>126,803</u>	<u>          </u>	<u>365,433</u>
<b>Restricted funds</b>				
Community Enterprise Centre	822	-	-	822
Farm tools	375	-	-	375
Skills for Work refit	3,056	-	-	3,056
Sensory room	2,925	-	-	2,925
Sensory Grant	1,028	(1,028)	-	-
Social Farms & Gardens	-	693	-	693
Wiltshire Community Fund	-	-	-	-
Sponsor-a-Star	-	850	-	850
B&Q Grant	-	-	-	-
Charities Trust	-	39	-	39
	<u>8,206</u>	<u>554</u>	<u>-</u>	<u>8,760</u>
<b>TOTAL FUNDS</b>	<u>246,836</u>	<u>127,357</u>	<u>-</u>	<u>374,193</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,213,171	(1,105,858)	126,803
<b>Restricted funds</b>			
Sensory Grant	-	(1,028)	(1,028)
Social Farms & Gardens	750	(57)	693
Wiltshire Community Fund	5,000	(5,000)	-
Sponsor-a-Star	850	-	850
B&Q Grant	5,000	(5,000)	-
Charities Trust	10,000	(9,961)	39
	<u>1,254,261</u>	<u>(1,126,904)</u>	<u>127,357</u>
<b>TOTAL FUNDS</b>	<u>1,254,261</u>	<u>(1,126,904)</u>	<u>127,357</u>

**19. RELATED PARTY DISCLOSURES**

The following transactions took place between the charity and Brunel Academies Trust (Brunel). The trustee, Mrs J Fieldwick, is CEO and trustee of Brunel Academies Trust.

£82,549 was charged from BAT to UET for time spent by Mrs J Fieldwick on assisting the charity.

The Trustee, Mrs J Fieldwick, has rented out a farm building for use by the UET for student education. UET pays a peppercorn rent of £1 per annum.

The son of Trustees' D and S Dinsey is employed by UET and earned £2,931 for the year.

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2023**

**20. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
<b>Cash flows from operating activities:</b>		
Net movement in funds/net income/ (net expenditure)	45,755	127,357
Add back depreciation	30,595	25,888
Add back loss on disposal of fixed asset	9,920	2,932
<b>Adjustments for:</b>		
(Increase)/decrease in debtors	(60,196)	(15,851)
Increase/(decrease) in creditors	25,937	64,261
<b>Net cash generated from/(used in) operations</b>	<u>52,011</u>	<u>204,587</u>

**21. ANALYSIS OF CHANGES IN NET FUNDS**

	At 1.9.22	Cash flow	At 31.8.23
	£	£	£
<b>Net cash</b>			
Cash at bank	307,981	(44,195)	263,786
Cash in hand	<u>-</u>	<u>-</u>	<u>-</u>
	<u>307,981</u>	<u>(44,195)</u>	<u>263,786</u>



**UPLANDS ENTERPRISE TRUST**

England & Wales - Charity number 1148086

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# Accounts

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S K I L L S F O R E V E R

Helping young people with  
SEND to help themselves

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## ANNUAL REPORT AND FINANCIAL STATEMENTS

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FOR THE YEAR ENDED 31 AUGUST 2022



UPLANDS ENTERPRISE TRUST  
Unit B4C Orbital Retail Park, Thamesdown Drive, Swindon, SN25 4AN

Registered Company number 08011951  
Registered Charity number 1148086

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## INTRODUCTION

Uplands Enterprise Trust (UET) is a Swindon based charity that **helps young people with additional needs to help themselves**. UET is led by a knowledgeable Board of voluntary Trustees and run by enthusiastic, skilled, and creative staff. The Trust is constantly developing, expanding, and changing to improve the lives of disabled young people within Swindon and the surrounding areas.

This unique charitable trust was set up in response to the need for meaningful opportunities for disabled young people once education ends. In reality most young people with ADDITIONAL NEEDS left education at 19 embarked on a life of leisure for the remainder of their adult lives. The **early retirement** option was not welcomed by the young people or their families who had worked extremely hard in partnership with their child's school to prepare them for a purposeful life contributing to their local community.

UET was created to ensure that this aspiration, to be valued by and contribute to the local community, was realised for young people with disabilities, regardless of the barriers caused by their disabilities as there was little post education opportunities.

## The UET Story

### The beginning the Charity shops ...

UET was created in 2012 with a clear ambition to provide meaningful and purposeful skill-based opportunities to enable these Children and Young People & Adults (CYP&A) to gain transferable skills that should benefit the community, provide them with sound work ethics and a sense of worth and belonging. UET wanted to make a difference to their life choices and outcomes and began by creating the opportunities to help shape their future.

This ambition started with a small charity shop. The Redhouse shop opened in November 2012 just behind Uplands school, a great location for the students to access and assist in all aspects of retail and running the café. More shops followed and by 2019 UET had a specialist baby and children's shop, a boutique and our flagship store in the Brunel centre in Swindon.

The retail decline and the impact of COVID 19 pandemic resulted in UET ceasing trading in the Charity Shops. In late 2020 these retail premises were re-purposed to support enterprise activity and the Online retail offer.

The Online retail offer continues to be a focus for development for UET both in terms of revenue sales but also as a effective vehicle for providing the UET CYP&A with the skills needed for the changing retail landscape.

The retail property portfolio continued to be reduced over 2021/2022, with UET breaking from the Gorsehill Unit 117 in December 2021 and Redhouse lease coming to an end in August 2022. The Online premises in Gorsehill will then be the only remaining retail premises until October 2023.

### What about a Farm ...

The UET farm at South Leigh established in 2013, offers the CYP&A the chance to engage and interact with livestock and learn life skills in health and safety, environmental care, life processes and horticulture. Being fully inclusive, the farm enables all our CYP&A to interact with peers and staff while taking part in practical, hands-on experience regardless of their ability. Our poly-tunnel with wheelchair height planters, fully equipped workshop, and selection of small mammals through to chickens, a pony and the farm dogs provide a varied and friendly environment.

The UET Farm continued to primarily be an exporter of services to Brunel Academies Trust (Brunel) with over 95% of all Farm sessions being offered to Brunel provisions. The UET Farm is

now registered with and approved by Social Farms & Gardens, which is already improving support networks and providing a wider range of opportunities for the CYP&A. From July 2022 the farm became sole use for UET, providing the young people with horticulture and animal care including equine experience along with social interaction with their peers and staff.

### **Then Horizons College ...**

The college opened in September 2013 as a community-based specialist college offering educational opportunities for learners aged 16 - 25 years old with a wide range of special needs. The college grew rapidly from 10 learners in September 2013 to over 80 learners in September 2020. The college played a major role in the UET's development, but the rapid growth and focus on education outcomes meant that the transfer of the college to the educational family of the emerging Brunel Academies Trust (Brunel), previously known as Brunel SEN MAT (BSM) was in the best interests of the college and the remaining UET non-education activity. Following the launch of the Brunel Academies Trust (Brunel) in September 2018, Horizons began the transition to join its educational partners. This was achieved through the establishment of the Brunel subsidiary company Brunel Education (BE), which enabled Horizons College to transfer to BE on 31st August 2019.

### **Followed by the development of the post-education Skills Offer ....**

As the college grew and developed, the College learners needed a quality post-education offer that continued to develop and maintain the skills learnt through school and college. UET was committed to supporting the College leavers and their families, so created a post-education skills-based offer that ensured skills learnt were applied through a range of work and life skills opportunities. Skills for Work and Skills for Life became a quality post-education programme promoting independence and life in the community.

This well-respected Skills offer further developed with the addition of a Bespoke Skills programme in September 2019 that was created to be accessible by YP&A that needed a fully individualised package with a focus on functional activity leading to enterprise opportunities.

### **In 2020/21, UET further diversified ...**

Although 2020 saw UET remove the retail activity it also saw the implementation of a new service UET Short Breaks, a respite provision for Children and Young People with additional needs and their families. This new Short Breaks service was accompanied by the lease of an exciting new premises which will allow for further diversification through increasing and developing the offer for children from 5 – 18 years.

The initial 1-year Short Breaks tender was very successful with over 70 regular placements, despite the significant challenges posed by COVID restrictions during the lockdowns, COVID safe practices and inevitable COVID outbreaks. The initial tender was retendered in June 2021 and formally awarded to UET in July 2021 for a further 5 years with an estimated value in excess of 1.3 million and an associated growth and development plan.

UET has evolved, developed, and grown since Horizons College transferred to Brunel Education. Having moved from a predominantly retail offer with an income of approximately £250,000 in 2016 to a combined service offer for the academic year 21/22 that has an estimated income of over £1,280,000 and predominately funded by local authority or social care placement fees. These placement fees are funded both by adult and children's services and provide a non-profit sustainable income for UET to enable the service to expand and develop to meet the needs of a wider range of CYP&A with additional needs.

In September 2022 there were 68 YP&A accessing the skills provisions with 78 CYP accessing Short Breaks.

## The UET Timeline

2012	<ul style="list-style-type: none"> <li>• UET's first charity shop opens in Redhouse to provide work experience for students from Uplands School.</li> <li>• UET Farm opens at South Leigh to provide further work skills and the chance for students to interact with livestock, learn horticulture skills and environmental care.</li> </ul>
2013	<ul style="list-style-type: none"> <li>• The UET Learning Centre opens in Stratton Road in September 2013 with 14 learners. The UET Learning Centre is an Independent Specialist Provider offering educational opportunities for post 19 young people with a wide range of special needs.</li> </ul>
2014	<ul style="list-style-type: none"> <li>• Skills for Life launches at the Community Enterprise Centre. The post education provision offers a wide range of opportunities to develop life and social skills.</li> </ul>
2015	<ul style="list-style-type: none"> <li>• Expansion of Retail to include the opening of the Gorse Hill Charity shop providing further work experience and volunteering opportunities.</li> </ul>
2016	<ul style="list-style-type: none"> <li>• The Headlands site is acquired in September 2016 as an additional campus for the UET Learning Centre in order to develop the need for further post education opportunities. UET develops a long term view and restructure plan to ensure we are evolving and constantly developing plans to ensure that the UET offer continues to be innovative.</li> </ul>
2017	<ul style="list-style-type: none"> <li>• September 2017 - Horizons College launched (formerly UET Learning Centre) - there are now 60+ students on roll.</li> <li>• Two more shops open in Gorse Hill, our Boutique and Baby shop.</li> </ul>
2018	<ul style="list-style-type: none"> <li>• Skills for Work launches providing training and support into work and volunteering opportunities.</li> <li>• Brunel Academies Trust (Brunel) previously known as Brunel SEN Multi Academy Trust (BSM) is born. Consisting of six education provisions in Swindon. Brunel provides boutique education to children and young people with additional needs. The existing work experience to UET's educational partners is widened with close working links to Brunel.</li> </ul>
2019	<ul style="list-style-type: none"> <li>• Launch of the new Skills for Work site in September offering an additional level to Skills for Work to ensure that young people with more complex needs are able to access a more bespoke offer.</li> <li>• June 2019 - Brunel Education, a subsidiary of Brunel is established. 1st September 2019 - Horizons College transfers from UET to Brunel Education - 78 learners on role.</li> </ul>
2020	<ul style="list-style-type: none"> <li>• May 2020 Due to the impact of COVID 19 UET ceases retail charity shop trading.</li> <li>• July 2020 UET secures Short Breaks Respite Contract.</li> <li>• August 2020 - Bespoke Provision grows and moves to the Community Enterprise Centre.</li> <li>• Skills for Life move to Shaw Farm in readiness for UET Short Breaks to commence in Sept 2020.</li> </ul>
2021	<ul style="list-style-type: none"> <li>• Skills Offer to grow by an estimated 30% with 62 young people &amp; adults regularly accessing weekly programmes.</li> <li>• 99% staff vaccinated against COVID 19.</li> </ul>
2022	<ul style="list-style-type: none"> <li>• Embed CQC framework throughout UET</li> <li>• Explore residential premises to offer residential placements to YP/A with additional needs</li> <li>• Transfer Short Breaks to Brunel Education</li> </ul>

# REFERENCE AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 AUGUST 2022

## Registered Company number

8011951 (England and Wales)

## Registered Charity number

1148086

## Registered office

Unit B4C Orbital Retail Park

Thamesdown Drive

Swindon

Wiltshire

SN25 4AN

## Charity name

Uplands Enterprise Trust (previously known as Uplands Educational Trust)

## Trustees

Jackie Smith - Principal Trustee	appointed	29.03.12
Derek Dinsey – Secretary/Chair	reappointed	13.03.19
Jeff Smith	retired and re-appointed	16.03.22
Anthony Griffiths	reappointed	01.07.20
Susan Dinsey	retired and re-appointed	16.03.22
Daniel Boden	reappointed	17.03.21
Chris Sims	retired and re-appointed	16.03.22
Alan Stone	appointed	25.01.22

## Company Secretary

Michelle Carter	appointed	25.01.22
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## Clerk

Michelle Carter	appointed	06.07.16
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## Patron

William Wyldbore-Smith

## Senior Leadership Team

Jackie Smith	Chief Executive Officer (CEO)
Tracey Morley	Head of Service
Hayley Farmer	Short Breaks Manager – resigned 31/03/2022
Sarah McCombe	Chief Finance Officer – resigned 30/04/2022

## Solicitors

Stone King LLP  
Boundary House  
91 Charterhouse Street  
London  
EC1M 6HR

## Accountants/Auditors

Ross Brooke Ltd  
16 Dorcan Business Village  
Murdock Road  
Dorcan  
Swindon, SN3 5HY

# **TRUSTEES' REPORT**

## **FOR THE YEAR ENDED 31 AUGUST 2022**

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st August 2022. The Trustees have adopted the provisions of the 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) (effective January 2019).

## **OBJECTIVES AND ACTIVITIES**

### **A. OBJECTS AND AIMS**

The objects of the charity are:

1. to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by developing, managing and providing, either directly or through third parties, education and training to pupils at Uplands School in Swindon (or any successor school to it);
2. promoting for the benefit of the inhabitants of Swindon and the surrounding area the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship, or social and economic circumstance or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants; and
3. to advance health and relieve disability by improving the morale, confidence, well-being, skills, and abilities of those deemed vulnerable

### **B. OBJECTIVES, STRATEGIES AND ACTIVITIES**

#### **The UET Vision & Mission**

##### **Our Shared Vision**

Helping those with additional needs to help themselves.

##### **Our Mission**

To be a unique, high-quality organisation that builds self-belief, confidence, and skills to support those living with additional needs to feel valued and included within their community.

##### **Our Mission Objectives**

- Exceptional Services
- Exceptional People
- Exceptional Practice

## Our Values

The Vision and Mission are underpinned by the shared core values:

- Aspiration
- Integrity
- Inclusion

## Our Principles

Our principles are shaped by our vision, mission & values.

- **Exceptional services** where everyone can realise their potential
- **Commitment to the Safeguarding of all CYP&A** is a key focus of all in the Trust
- **Innovative opportunities** promote well-being and improves the life chances of CYP&A
- **Sustainable business model** delivered through fully compliant practice
- **High standards of Governance & leadership**, with financial security and effective management supported by efficient services must be embedded in all areas to enable excellent outcomes
- **High quality professional development** is valued
- **Effective and Collaborative partnerships** are promoted with all stakeholders to develop exceptional ADDITIONAL NEEDS services and provision

## Mission Objectives

### ➤ **Exceptional Services**

All our children, young people and vulnerable adults have exceptional opportunities through high quality services and provisions that enable them to develop the skills and attributes to contribute to and feel valued by their community.

### ➤ **Exceptional People**

UET is led by committed team of Trustees and staff (our UET people) who operate with absolute integrity, are forward thinking, hardworking, skilful practitioners determined to enable children, young people and vulnerable adults with ADDITIONAL NEEDS to reach their full potential.

### ➤ **Exceptional Practice**

Best practice is embedded to ensure sustainable provisions that are inclusive, aspirational, vibrant, safe, compliant, financially healthy, well-resourced and led by an exceptional team.

The UET Mission Objectives (MO) are met through clearly defined Strategic Objectives (SO). Progress towards achieving the MO SOs will be measured by a range of Key Performance Indicators (KPI). The KPIs ensure progress can be described both quantifiably and qualitatively towards achieving the SOs. The over-arching MOs for UET drive strategic planning and ensure the UET "Golden Thread" is evident in all aspects of development and improvement.

The monitoring of progress is robustly embedded supported by rigorous controls and moderation. The SOs are reviewed annually based on the outcomes of the KPIs for each year and the UET Strategic Plan is a dynamic 3 Year rolling programme of intent, implementation, and impact that quality assures outcomes across UET.

SOs and KPIs are monitored regularly through the year by both Trustees and the Senior Management Team (SMT) through the more detailed Development Plans associated with each MO and SO.

The overall success of each SO and associated KPIs will be RAG rated in July of each academic year and the impact of the KPIs outcomes measured. This RAG rated review will then inform any amendments for subsequent SO and/or KPIs for the next academic year.

The Strategic lead for the MOs has direct accountability for ensuring outcomes and impact. A delegated lead is identified for each SO and associated KPIs to ensure actions are achieved in the agreed time scale and identify interventions if required.

Progress towards the MOs and SOs will be monitored regularly by the Strategic and Delegated Lead and will be reported to the UET Board through formal reports and SMT up-dates.

## **Key Strategic Objective Overview 2021/22**

### **Mission Objective 1 – Exceptional Services:**

- SO 1.1 – To ensure personal development pathways lead to successful outcomes for all
- SO 1.2 – To deliver high-quality training with a firm commitment to raising service standards
- SO 1.3 – To ensure Safeguarding and wellbeing is a key priority for all
- SO 1.4 – To ensure all services provide an exceptionally high-quality offer through an engaging, person-centred approach.
- SO 1.5 – To ensure effective partnership working is embedded within UET.

### **Mission Objective 2 – Exceptional People:**

- SO 2.1- To Recruit & Retain the best people
- SO 2.2 – To develop individual people and nurture talent through effective CPD
- SO 2.3 – To prioritise & value our people's well-being & engagement.

### **Mission Objective 3 – Exceptional Practice**

- SO 3.1 - To deliver Governance that is effective, supportive, and challenging to ensure accountability at all levels.
- SO 3.2 - To deliver a growth plan that does not compromise the quality of existing services
- SO 3.3 - To deliver efficient & effective business support.

## Mission Objective 1 Exceptional Services

**Table 1. Exceptional Services**

Strategic Objective	K0.1	End of Year RAG Comments
1.1 To ensure personal development pathways lead to successful outcomes for all	4	4 achieved
1.2 To ensure high-quality staff training with a firm commitment to raising standards	4	3 achieved & 1 not achieved
1.3 To ensure Safeguarding and wellbeing is a key priority	5	1 achieved, 3 partially achieved & 1 not achieved
1.4 To ensure all services provide an exceptionally high-quality offer through an engaging, person-centred approach	5	4 achieved & 1 partially achieved
1.5 To ensure effective partnership working is embedded within UET	4	3 achieved & 1 carried forward

## Mission Objective 2 Exceptional People

**Table 2. Exceptional People**

Strategic Objective	KPI No.	End of Year RAG Comments
2.1 To recruit & retain the best people	7	5 achieved, 1 partially achieved & 1 carried forward
2.2 To commit to raising the professional profile of individuals within UET	3	2 achieved & 1 partially achieved
2.3 To prioritise & value our people's well-being & engagement	4	2 achieved & 2 partially achieved

## Mission Objective 3 Exceptional Practice

**Table 3. Exceptional Practice**

Strategic Objective	KPI No.	End of Year RAG Comments
3.1 To deliver Governance that is effective, supportive and challenging to ensure accountability at all levels	3	2 achieved & 1 not achieved – Direct impact of COVID

<b>3.2</b> To deliver a growth plan that does not compromise the quality of existing services	<b>7</b>	3 achieved, 2 partially achieved & 2 not achieved
<b>3.3</b> To deliver efficient & effective business support	<b>3</b>	2 achieved & 1 partially achieved
<b>3.4</b> To ensure sustainable financial health within the charitable SEND landscape	<b>8</b>	4 achieved, 1 partially achieved, 1 not achieved & 2 carried forward
<b>3.5</b> To ensure UET is fully compliant and meets all statutory responsibilities	<b>4</b>	2 achieved, 1 partially achieved & 1 carried forward

**Summary Table 5:**

<b>MO</b>	<b>Total KPIs</b>	<b>RED</b>	<b>AMBER</b>	<b>GREEN</b>	<b>GREY</b>
1	22	2	3	15	2
2	14	0	4	9	1
3	25	4	5	13	3
<b>Total =</b>	<b>61</b>	<b>6 (9%)</b>	<b>12 (21%)</b>	<b>37 (61%)</b>	<b>6 (9%)</b>

The table above provides a summary of UET performance against the Key Performance Indicators outlined in our strategic plan 21/22. As you will see despite the challenges related to COVID-19, we have achieved 61% of KPI's as you agree is a good outcome.

### **Activity Overview 21/22**

UET now has two key service areas:

- 1. Skills for Ever** (The Skills Offer for post-education YP&A 18 years + with 3 cohorts)
- 2. Short Breaks Respite** (The Children Offer for 5 – 18 years)

Placements across our two key service areas within UET are continuing to increase with further growth expected in 2022/2023. This growth has required robust strategic planning underpinned by a clearly defined growth & resource plan, and this level of growth is expected into the next academic year 2023/2024. In our Skills for Ever service we have seen an additional 6 YP attending and a further 4 looking to start in the next two months, we are delivering over 230 hrs per week across our 3 sites.

<b>Provision</b>	<b>Skills for Ever Hrs Delivered</b>	<b>Short Breaks Hrs Delivered</b>
Sept 20/21	8,000	1,600
Sept 21/22	12,272	9,000

## 1. Skills for Ever (YP&A)

Skills for Ever is delivered through three distinct cohorts of provision: Skills for Life, Skills for Work and Bespoke. Each programme has a specialist offer that is tailored to meet the needs of their cohort through experienced and trained staff.

**Skills for Life** offers structured sessions that are innovative, creative, and adapted to meet the needs of our cohort. Skills for Life support YP&A with complex health needs and provides physical health support.

### **Skills for Life will:**

- **Enable communication.** We recognise that communication is imperative for our YP&A, and that there is more to communication than just verbal language. We encourage the use of communication aids that are provided within Skills for Life.
- **Promote choice.** Our trained staff use technology as an aid to enable our YP&A to independently make decisions. Choice is encouraged in every possible instance at Skills for Life.
- **Support health and wellbeing.** We offer a variety of sessions that create new experiences for our YP&A. Our trained staff provide personal care and physical health support, ensuring care provided is dignified and safe.
- **Create a sense of belonging.** Our structured sessions enable our YP&A to participate within group sessions, creating a sense of community. We encourage interaction between our YP&A, building upon their social interaction and relationships.

**Skills for Work** offers a work-focused package, to provide work experience opportunities to enable people to step into volunteering, self-employed or employed work with or without support. We aim to build the confidence and knowledge of our YP&A whilst also instilling professional values.

### **Skills for Work provide work experience in:**

- **Hospitality.** Our YP&A provide hot lunches for staff 4 days a week, they cost the ingredients, and are supported to purchase and prepare the meals.
- **Farm.** South Leigh offers the YP&A the chance to engage and interact with livestock and learn life skills in health and safety, environmental care, life processes and horticulture. Being fully inclusive, the farm enables all our YP&A to interact with peers and staff while taking part in practical, hands-on experience regardless of their ability.  
Our poly-tunnel with wheelchair height planters, fully equipped workshop, and selection of small mammals through to chickens, a pony and the farm dogs provide a varied and friendly environment.
- **Enterprise.** UET Enterprise provide a t-shirt and mug printing service. The YP&A have access to and operate the machinery used. We also pickle eggs and onions to sell, and make candles and wax melts.
- **Admin.** Skills for Work have an office environment where our YP&A complete admin tasks. We also have an online shop, where our YP&A sort through stock, take photos and upload items of clothing/homeware items online.
- **Care Work.** All at Skills for Work have the opportunity to complete care work within UET.

**Bespoke** launched in summer 2019 to deliver tailored made packages, supporting YP&A with higher support requirements, and initially started with 3 YP&A, which very quickly became five. Due to the nature of the YP&A we supported we were mainly based off site, initially supporting the charity shops with our logistic team. Bespoke then moved into the CEC building in September

2020 which enabled further development of the well-being offer that is required in COVID. This includes the development of well-being sessions, addressing things like anxiety and low mood through Yoga sessions specifically capturing our YP&A with ASD. We also support our YP&A to access Lift counselling services to address mental health issues.

All YP&A are supported at a 1:1 or above ratio. Packages to include hands on learning, to produce enterprise, embedding functional skills, whilst gaining essential employability skills. Our offer includes:

- Essential living skills, with activities, like shopping, cooking, and cleaning.
- Social and community skills, accessing café's pubs and restaurants. We also support our local community with regular litter picking sessions.
- Tailor made sensory sessions, utilising our recently purchase OMI table.
- Community links, such as Oak and Furrows, and The Big Yellow Bus project.
- Enterprise activity such as woodwork, textiles, catering, horticulture, business studies within an enterprise, logistics, Health & Safety awareness, recycling, and current world trends.

## **2. Short Breaks (CYP)**

Launched in September 2020, UET Short Breaks offers a provision for C&YP aged 5-18 with ADDITIONAL NEEDS. The Short Breaks provision provides afterschool, weekend respite and school holiday respite.

We promote and actively encourage independence and life skills that will help the C&YP prepare for their futures. Our Short Breaks Team do this by providing a meaningful and fun experience where the C&YP have the opportunity to try new things in a safe, positive, and socially inclusive environment.

The C&YP that attend have a variety of additional needs including, physical, medical, and behavioural. The Short Breaks team are trained and competent to provide high quality support to enable them to cater to each individual.

At Short Breaks, we encourage engagement in set activities, please see below:

- Soft Play and outdoor activities including sports
- Homework Assistance
- Life Skills including cooking and baking
- Art and Design
- Sensory
- Singing and Story telling
- Drama and Dance

The C&YP receive an Individual Skill Plan (ISP) that captures areas of development that will be supported whilst the C&YP attend the provision. The Short Break team, parents/carers and C&YP all input to the ISP and have shared outcomes for everyone.

## **Farm**

UET Farm offers an inclusive, therapeutic, and educational space for Children and Young People (CYP) with additional needs and complex needs. We encourage and support a variety of outdoor learning and nature-based activities around the Farm. All sessions are bespoke and interlink to help students appreciate the valuable part they play in caring for the environment and each other, learn transferable life and social skills and contribute to a positive sense of well-being.

We do this by facilitating time spent:

- Caring for the animals – chickens, rabbits, ducks, geese & a pony
- Growing in the organic garden and polytunnel
- Designing and making projects from reclaimed wood in the workshop
- Cooking with homegrown produce in the cabin
- Wildlife watching in our pond area

Each provision within UET has made good progress in year 21/22 despite the challenges of COVID-19 pandemic. Below provides an overview of some of the achievements in each provision.

### **Short Breaks**

Short breaks during 21/22 continued with steady growth, both in terms of hours delivered and CYP benefiting from the service. Hours delivered in 21/22 were indicative of 6,500 hours, on track to deliver more than 9,000 hours for 22/23 which averages at 134 hours per week.

Achieving 100% KPI's outlined by Swindon Borough Council (SBC) as part of their quality assurance measures.

*Outcome outlined by SBC: - Children's social communication and relationships are developed and sustained at an appropriate level to the individual child or young person.*

All children and young people accessing Short Breaks have an individual Skill Plan which were produced in collaboration with families, health care professionals and the children and young people.

### **Skills for Life**

The team at Skills for Life have shown great commitment and tenacity to ensuring the young people and adults health and wellbeing is paramount, providing a safe and engaging environment to maintain their level of independence and provide peer to peer interaction.

### **Skills for Work**

Due to the COVID-19 pandemic we have seen many of our young people and adults' anxiety heightened this has been exasperated due to being unable to access community which is a big part of our Skills for Work offer. Therefore, our focus has been providing meaningful opportunities by converting our retail offer to our online shop, sustaining their wellbeing and relationships, and having a focus on enterprise production. Since the restrictions have lifted, we have been able to access the local community more, allowing our YP to engage with local businesses once again, opening discussions for potential work experience opportunities for the near future.

### **Bespoke**

Expanded production of enterprise items which has broadened their partnerships within the community to increase opportunities for the young people and adults. Our YP have regular opportunities to advertise and sell their enterprise products, working on their communication and customer service skills.

Implementation of recording tools to capture engagement, outcomes and inform next steps for each individual young person and adult within the provision.

## C. PUBLIC BENEFIT

The Trustees have paid due regard to the Charity Commission's guidance on public benefit in deciding what activities the charity should undertake. The Trustees consider that they have acted in the public benefit.

## D. DELIVERY

### Effective leadership

For UET to continue to be a unique organisation, providing meaningful opportunities for young people with additional needs and deliver our key strategic objectives, we recognise that we have to:

- 1) Have a forward-thinking effective leadership team, driven by a focused trustee Board and an adaptable team that have a passion for the work of the trust. Develop an efficient SMT and admin support team to enable the provisions to deliver with the tools, information and knowledge they require.
- 2) Continuously quality control the UET offer by quality assurance and stakeholder feedback.
- 3) Ensure that our growth is clear, planned and agreed whilst maintaining the quality offer of the UET.

UET is led by a knowledgeable Board of voluntary Trustees and run by enthusiastic, skilled and creative staff, and is a registered charity which operates for its charitable purposes for the public benefit. The Trustees report to the Charity Commission each year on how it has carried out its charitable purpose for the public benefit in line with the Charity Commission's public benefit guidance where relevant. UET Trustees ensure that they are aware of the guidance and take it into account when making decisions to which the guidance is relevant. All Trustees uphold the **Nolan Principles of Public Life**.

The UET Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, have overall responsibility and ultimate decision-making authority for all the work of UET in line with Charity Commission guidelines. The Trustees adopt the provisions of the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities when preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective January 2015).

The UET Board of Trustees is made of individuals who are appointed because of the skills that they bring to the governance of UET. The Trustees have a range of skills and qualities, and a variety of professional and personal experience. Skills Audits are carried out annually to ensure that UET has a diverse Board where Trustees have different experiences and perspectives which ensures that the Board makes well-rounded decisions. Any gaps in the overall skills identified from the Skills Audit informs the recruitment requirements of the Board to continually ensure that the Board has the expertise to:

- exercise overall control of UET's current business operations
- manage the charity's resources responsibly
- set the strategy and oversee its implementation
- ensure that the needs of the UET's beneficiaries are put first
- keep the charity true to its purpose

The fundamental principles and rules of governance are determined within:

- The Articles of Association
- Associated guidance documents, policies and job descriptions
- Compliance with the regulations laid out in the Charities SORP
- The Charity Commission's public benefit guidance

The UET Board aims to manage by exception and invest in areas of risk. It oversees operational standards, compliance, financial probity and safeguarding. It is responsible for overseeing the work of the Chief Executive Officer (CEO) and all staff in delivering UET's vision, in line with the UET Strategic Plan.

Link Trustees work closely with staff in each of the UET Provision areas providing support and challenge to ensure that UET's provisions are safe, secure, are of high-quality and ensure the best outcomes for all young people. The UET Board ensure effective engagement with parents and carers, community and stakeholders through local knowledge. They oversee the implementation of the UET Provision Development Plans, ensuring alignment with UET's vision and Strategic Plan.

UET is led by the Chief Executive Officer (CEO) who leads the UET Senior Management Team (SMT) consisting of the Head of Service and Short Breaks Manager.

### **Quality Assurance**

UET recognises that external audits provide a valuable opportunity to view systems and processes through the eyes of experts in their field.

Safeguarding is supported through an annual review with the safeguarding team (including the linked trustee) to ensure all understanding and process follows legislation and all team training including the induction, is up to date.

A GDPR external audit is carried out annually and SMT carry out random GDPR audits throughout the year on team devices. H&S audits are carried out monthly in-house and annually externally. Finance month end reviews and checks are carried out by a Chartered Accountant and final year end accounts are fully audited externally.

### **Planning for the Future**

UET recognises its unique role in providing post education support to the young people it works with. With increasing demand for the services, it is essential that we ensure that expansion does not compromise the quality of the UET offer and to keep the young people at the centre of everything that we do.

Whilst growth is inevitable, as unlike education we do not have a fixed term attendance, we recognise that we need to ensure that any expansion is within the original vision of the organisation, accommodating our original team of young people on their path through adulthood whilst welcoming new young people to a focused and supportive environment.

Uplands Enterprise Trust is a developing and growing charitable trust for children and young people (CYP) with Special Educational Needs or Disabilities (SEND) focused on developing skills and supporting families. The key objective is to provide quality opportunities for CYP with ADDITIONAL NEEDS to help them to help themselves. UET's detailed 3-year Strategic Plan will be measured by three Key Strategic Objectives (KSO) and their associated annual Key Performance Indicators (KPIs) described below, and there is an expectation that there will be other developments as the charitable trust continues to grow.

One of the strengths of the UET is to keep evolving, we listen to the young people that we work with and create new opportunities to help support them. The partnership working between BE, Brunel and UET will be further developed to provide a continuity and constituency of offer for our families through to 25 years and beyond.

The following are additional areas for development which will need to be revised and included in the UET Strategic Plan for 2022/2023:

### **All Provisions**

- **Continuing the Quality Assurance focus on each of the individual provisions to ensure regulatory compliance.**
- **Focus on relevant training and development within the individual provisions to guarantee a multi-skilled and confident workforce.**
- **Implement a robust process to capture and measure impact across UET**

### **Short Breaks**

- **Adopt and apply Ofsted framework with the view to achieving a 'GOOD' rating following any inspection.**
- **Proposed move of short breaks from UET to Brunel Education, this is due to the expertise within Brunel to ensure the setting is compliant with all its regulatory requirements. The proposed move is April 23, this does depend on Swindon Borough Councils timeline.**

### **Skills for Ever**

- **Plan and develop an additional provision to support our YP with practical independent living skills and include paid employment opportunity within UET.**
- **Explore residential premises to offer residential placements for YP/A not just within Swindon but surrounding areas as well.**
- **Look at Open Door becoming part of the UET offer.**

## **FINANCIAL REVIEW**

### **A. RESERVES POLICY**

At the year end the Trust has total funds of £374,193 (2021: £246,836). Of those funds, £8,760 are held as restricted funds and £111,556 are held as tangible fixed assets. The free reserves at 31 August 2022 are £365,433. The Trustees are confident that the trust can continue to operate with its reserves to reflect approximately 3 months of running costs (£276,000).

### **B. FINANCIAL POSITION**

At the year end the trust had net current assets of £262,637.

### **C. PENSION**

The trust contributes towards the NEST pension scheme.

### **D. PRINCIPAL FUNDING SOURCES**

The trust's main income source is from Adult and Children's Social Care funded packages and placements, NHS placements and Direct Payments received from parents and carers, with £984,723 income received in 2020/21.

## **E. PRINCIPAL RISKS AND UNCERTAINTIES**

The UET Board of Trustees has reviewed the major risks to which the Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks.

The principal risks and uncertainties facing the Trust are as follows:

Failures in governance and/or management – the risk in this area arises from potential failure to effectively manage the Trust's finances, internal controls, compliance with regulations and legislation, statutory returns etc. The Trustees continue to review and ensure that appropriate measures are in place to mitigate these risks.

Reputational – the continuing success of the Trust is dependent on continuing to attract applicants in sufficient numbers by maintaining the highest standards. To mitigate this risk Trustees ensure that a full quality assurance framework is embedded across all areas of UET and is closely monitored and reviewed.

Safeguarding and child protection – the Trustees continue to ensure that the highest standards are maintained in the areas of selection and monitoring of staff, the operation of child and vulnerable adults' protection policies and procedures, health & safety and discipline.

Staffing – the success of the Trust's is reliant on the quality of its staff and so the Trustees monitor and review policies and procedures to ensure continued development and training of staff as well as ensuring there is clear succession planning.

Fraud and mismanagement of funds – All finance staff receive training to keep them up to date with financial practice requirements and develop their skills in this area.

The full Board of Trustees met 4 times during the period 1st September 2021 to 31st August 2022. The AGM took place on 16<sup>th</sup> March 2022 at Upper Shaw Farm, Ridge Green, Swindon, SN5 5PU. At each of the meetings the Trustees reviewed the charities current activity and reviewed the impact of COVID 19 on UET's strategic and financial planning and the operational activity and developments of the charity. Standing items on the meeting agendas include the review of the UET Risk Register and written reports from the CEO, Head of Service and Short Breaks Manager, including a finance update from the Chief Finance Officer and Link Finance Trustee, Tony Griffiths. Management Accounts are also reviewed monthly with Ross Brookes Accountants, the CEO and Link Finance Trustee Tony Griffiths.

The Trustees consider any risks using a risk evaluation matrix (operational, knowledge & people, financial, compliance and reputation) which may affect the trust. It assesses the risk impact, the risk likelihood, and the control procedures in place, ensuring that 'red' risks are identified and appropriate strategies for the mitigation of any risks are identified. The Board monitors the implementation of these strategies and reviews the risk register at each Board meeting.

## **F. FUNDRAISING**

Within 2021/2022 UET were very fortunate to have fundraised for a total of £17,900 through successful applications completed by Caroline Dent. This consisted of £1,400 from The Rotary Club, £2,500 from St James's Place Foundation and £4,000 from D'Oyly, £5,000 from B&Q, £10,000 from Nationwide thanks to Sue Dinsey, one of our Trustees, £5,000 from The Wiltshire Community Fund, £100 from BBSRC, £35 from Intel, £250 from TransXL and £600 from RJ Plant to fund paid employment for 2 of our YP/A at Stratton Road. UET also received donations of £2800 from the Ultra Challenge, £5,000 Legacy, £250 from Vygon, our Finance Administrator raised £1,600 doing a sky dive & one of our young people raised £2,757 doing 21 challenges.

With these funds the charity was able to purchase a wheelchair accessible vehicle, an Omi table offering social engagement, music, fun activities for the YP/A at Stratton Road, Eye Gaze to assist our YP/A with making choices and communication, Sensory Cabin for Short Breaks, computer equipment across the provisions, sensory equipment for Skills Life & a Workshop for the Community Enterprise Centre.

UET are still part of Swindon Community Lottery, Easyfundraising and Amazon Smile for which we receive monies.

UET received no complaints about fundraising activities during 2021/22.

## **G. GOING CONCERN**

After making appropriate enquiries, the Board has a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern can be found in the Accounting Policies.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **GOVERNING DOCUMENT**

The charity is controlled by its governing document, a deed of trust, and constitutes a limited Company, limited by guarantee, as defined by the Companies Act 2006.

The charity is governed by its memorandum and articles incorporated 29/03/2012 as amended by special resolution(s) dated 05/07/2012.

### **RECRUITMENT, APPOINTMENT, INDUCTION AND TRAINING OF NEW TRUSTEES**

The Trust has eight Trustees who are also directors of the company. The Trustees all have a background in either SEN Education, Health and Social Care, Finance, HR, Health & Safety, Governance and Risk Management or come from a local business or charity sector background. Three of the eight Trustees are also parents of young people with Special Educational Needs. The Trustees were recruited through their connection with the Brunel Academies Trust and the local community or recruited externally via the volunteering network, Involve Swindon. Trustees hold an Annual Visioning Day to discuss and agree UET's 5 Year Strategic Plan and vision for the future. Newly appointed Trustees receive one to one induction training from the Principal Trustee to understand the Trustees role and responsibilities, the needs of the Cohort and the work of the Trust.

At the Annual General Meeting held 16<sup>th</sup> March 2022, Mr Chris Sims, Mrs Susan Dinsey and Mr Jeff Smith retired. Following a proposal from Mrs Jackie Smith which was seconded by Mr Derek Dinsey, Mr Chris Sims, Mrs Susan Dinsey and Mr Jeff Smith were each re-appointed for a further term. This was unanimously agreed by all Trustees.

The Trust is very fortunate in having a strong Board of Trustees who continually strive to develop and grow their knowledge. The Trust is grateful to each of the Trustees for their commitment and enthusiasm and the work they have done for the Trust throughout the year. The Trust would also like to express their gratitude to the patron of UET, Mr William Wyldbore-Smith, for supporting and promoting the work of the UET through his wider charitable work both locally and nationally.

The Trust would like to thank all staff and managers for their dedication, commitment and hard work and would also like to express thanks to all of the local, regional and national business partners who have provided volunteers, donations, grants, and raised funds for UET. The Trust relies on donations received and the generosity and enthusiasm of our formal and informal partners whose support is invaluable to the work of the charity.

## **ORGANISATIONAL STRUCTURE**

Trustees/Directors govern the charity and set the overall strategy, objectives and targets. The strategic and operational management of the trust is delegated to the CEO who line manages the Senior Management Team within UET. The CEO, Head of Service and Short Breaks Manager form the UET Senior Management Team (SMT). The SMT are responsible for strategic and operational leadership of UET and are supported by the Brunel Academies Trust Central Services Team. The Trust have a service level agreement in place and a formalised re-charge model between Brunel and Uplands Enterprise Trust to pay for central support services, based upon actual staff time and costs, for support services provided to the trust by Brunel employees.

## **ARRANGEMENTS FOR SETTING PAY AND REMUNERATION OF KEY MANAGEMENT PERSONNEL**

Key personnel's remuneration packages are agreed by Trustees/ CEO through their pay policy, as appointments are made the roles are defined and assessed against the market to identify a salary range and job description. Key personnel are able to progress within their role providing performance management targets are achieved within the defined benefits of the salary grade. The performance management framework is a cyclical review completed on an annual basis. An independent review of performance is completed each year for the CEO to provide trustee's with additional assurance that targets are being achieved.

## **RELATED PARTIES**

Brunel Academies Trust (Brunel) and its subsidiary company Brunel Education (BE) work closely with Uplands Enterprise Trust. The Trust's CEO is a Trustee/CEO of both Brunel and BE with the business functions of the UET being supported by the Brunel's central service function, via a formal service level agreement. Brunel and BE students benefit from the services provided by UET where students access the farm, holiday clubs and retail provisions on a regular basis. Mr Chris Sims is also a Trustee on the Brunel Board of Trustees. UET's patron, Mr William Wyldbore-Smith, is also a Trustee of both Brunel and BE.

## **RISK MANAGEMENT**

The Trustees have a duty to identify and review the risks to which the trust is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The UET Board of Trustees has reviewed the key risks to which the trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees categorises risks into 4 main categories; Reputation, Operational, Knowledge & People & Financial.

The UET Board of Trustees has responsibility for monitoring and evaluating the impact of risk. The Board of Trustees has implemented formal processes for identifying, evaluating and managing the trust's significant risks. This has been embedded in the activity of the UET Board in the period 1<sup>st</sup> September 2021 to 31<sup>st</sup> August 2022 up to the date of approval of the annual report and financial statements. The risk management process is regularly reviewed by the Board of Trustees and with Link Trustee, Daniel Boden.

Risk management also continued to focus on the COVID 19 impact on all aspects of business and provision. The pandemic elevated financial, knowledge & people and operational risks. These risks were mitigated through the robust COVID 19 Recovery Plan and partnership working with Brunel and other relevant partners.

## Statement of Trustees' responsibilities

The Trustees (who are also the directors of the company 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 requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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.

### Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and

that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Report of the Trustees, incorporating a strategic report, approved by order of the Board of Trustees, as the company directors, on 26.05.2023 and signed on the Board's behalf by:

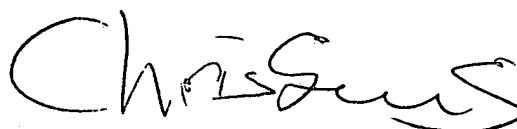
Ms J Smith, Principal Trustee

Date: 26.05.2023



Mr C Sims, Trustee

Date: 26.05.2023



**Independent Auditor's Report to the Members of  
Uplands Enterprise Trust**

**Opinion**

We have audited the financial statements of Uplands Enterprise Trust (the 'charitable company') for the year ended 31 August 2022 which comprise the Statement of Financial Activities, Balance Sheets and Statements of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of charitable company's affairs as at 31 August 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the 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' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' Annual Report, which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Trustees' Annual Report has been prepared in accordance with applicable legal requirements.

**Other Matters**

The charitable company took advantage of audit exemption for 2021 and therefore the comparatives are unaudited.

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report included within the Trustees' Annual Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the Trustees' Annual Report and take advantage of the small companies exemption from the requirement to prepare a Strategic Report.

### **Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities Statement set out on page 22, the trustees (who are also the directors of the charitable company purposes of company law) are responsible for the preparation of a trustees' annual report and financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

### **Auditor's responsibilities for the audit of the financial statements**

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

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

We have considered:

- the nature of the charity and sector, control environment and operating performance;
- the charity's own assessment, including assessments made by key management, of the risks that irregularities may occur either as a result of fraud or error;
- any matters we identified having reviewed the charity's policies and procedures relating to:
- identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
- the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
- the matters discussed amongst the audit engagement team.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the areas in which management is required to exercise significant judgement, such as the disclosure of adjusting items. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context were the Companies Act, Charities Act and tax legislation.

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 for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

**Use of our report**

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



**Caroline Webster (Senior Statutory Auditor)**  
**for and on behalf of UHY Ross Brooke, Statutory Auditor**

Suite 1 Windrush Court  
Abingdon Business Park  
Abingdon  
Oxfordshire  
OX14 1SY

Date 26/5/23

**Uplands Enterprise Trust**

**Statement of Financial Activities  
(Incorporating an Income and Expenditure Account)  
for the Year Ended 31 August 2022**

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	3	10,868	55,818	66,686	19,153
<b>Charitable activities</b>					
Learning and Living support	5	1,213,171	-	1,213,171	963,617
Other trading activities	4	8,622	-	8,622	-
<b>Total</b>		<u>1,232,661</u>	<u>55,818</u>	<u>1,288,479</u>	<u>982,770</u>
<b>EXPENDITURE</b>					
<b>Charitable activities</b>					
All provisions	6	1,105,858	55,264	1,161,122	969,198
Other		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total</b>		<u>1,105,858</u>	<u>55,264</u>	<u>1,161,122</u>	<u>969,198</u>
<b>NET INCOME/(EXPENDITURE)</b>		<u>126,803</u>	<u>554</u>	<u>127,357</u>	<u>13,572</u>
<b>Transfers between funds</b>		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Other recognised gains/(losses)</b>					
Actuarial gains/(losses) on defined benefit schemes		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net movement in funds</b>		<u>126,803</u>	<u>554</u>	<u>127,357</u>	<u>13,572</u>
<b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		<u>238,630</u>	<u>8,206</u>	<u>246,836</u>	<u>233,264</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>365,433</u></u>	<u><u>8,760</u></u>	<u><u>374,193</u></u>	<u><u>246,836</u></u>

The notes form part of these financial statements

**Uplands Enterprise Trust (Registered number: 08011951)**

**Balance Sheet**  
**31 August 2022**

	Notes	2022 £	2021 £
<b>FIXED ASSETS</b>			
Tangible assets	13	111,556	73,377
<b>CURRENT ASSETS</b>			
Debtors	14	128,677	112,826
Cash at bank and in hand		<u>307,981</u>	<u>170,393</u>
		436,658	283,219
<b>CREDITORS</b>			
Amounts falling due within one year	15	(174,021)	(109,760)
		<u>262,637</u>	<u>173,459</u>
<b>NET CURRENT ASSETS</b>			
		<u>262,637</u>	<u>173,459</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		374,193	246,836
		<u>374,193</u>	<u>246,836</u>
<b>NET ASSETS</b>	17	<u>374,193</u>	<u>246,836</u>
<b>FUNDS</b>	18		
Unrestricted funds		365,433	238,630
Restricted funds		<u>8,760</u>	<u>8,206</u>
<b>TOTAL FUNDS</b>		<u>374,193</u>	<u>246,836</u>

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 26<sup>th</sup> May 2023 and were signed on its behalf by:



.....  
J A Smith - Trustee

The notes form part of these financial statements

**Uplands Enterprise Trust**

**Cash Flow Statement**  
**for the Year Ended 31 August 2022**

	Notes	2022 £	2021 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	20	<u>204,587</u>	<u>77,163</u>
Net cash (used in)/provided by operating activities		<u>204,587</u>	<u>77,163</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(67,219)	(6,110)
Sale of tangible fixed assets		<u>220</u>	<u>          </u>
Net cash provided by/(used in) investing activities		<u>(66,999)</u>	<u>(6,110)</u>
<b>Cash flows from financing activities</b>			
Loan repayments in year		-	-
Pension liability transferred		<u>-</u>	<u>-</u>
Net cash used in financing activities		<u>-</u>	<u>-</u>
<b>Change in cash and cash equivalents in the reporting period</b>			
	21	137,588	71,053
Cash and cash equivalents at the beginning of the reporting period		<u>170,393</u>	<u>99,340</u>
Cash and cash equivalents at the end of the reporting period		<u>307,981</u>	<u>170,393</u>

The notes form part of these financial statements

## Uplands Enterprise Trust

### Notes to the Financial Statements for the Year Ended 31 August 2022

#### 1. STATUTORY INFORMATION

Uplands Enterprise Trust is a charitable company limited by guarantee, without share capital, incorporated in England and Wales. The registered office address and principal activities can be found in the Trustees' Report.

#### 2. ACCOUNTING POLICIES

##### **General information and basis of preparation**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Uplands Educational Trust meets the definition of a public benefit entity under FRS 102.

The accounts are presented in Sterling which is the functional currency of the Trust and rounded to the nearest pound.

##### **Going concern**

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about its ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

##### **Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

##### **Interest**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

##### **Grants**

Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet.

When entitlement occurs before income is received, the income is accrued.

##### **Donations**

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured.

##### **Agency arrangements**

The academy trust acts as an agent in distributing 16-19 bursary funds from ESFA. Payments received from ESFA and subsequent disbursements to students are excluded from the statement of financial activities as the trust does not have control over the charitable application of the funds.

##### **Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on the basis detailed below.

VAT charged to but not recoverable by the charity is included under the heading to which the expenditure relates.

##### **Allocation and apportionment of costs**

Support costs have been apportioned to the relevant activities of the charity on the basis of the percentage of staff numbers expressed as full time equivalent employees.

## Uplands Enterprise Trust

### Notes to the Financial Statements - continued for the Year Ended 31 August 2022

#### 2. ACCOUNTING POLICIES - continued

##### **Redundancy / Termination payments**

Termination benefits are measured at the best estimate of the expenditure required to settle the obligation at the reporting date. If the expected settlement date of the termination payments is 12 months or more after making the provision and the effect would be material, the present value of the obligation is calculated using an appropriate discount rate.

##### **Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Property Improvements	- 10% on straight line basis
Plant and machinery	- 10% on straight line basis
Fixtures and fittings	- 20% - 33% straight line basis
Motor vehicles	- 20% on straight line basis
Computer equipment	- 33% on straight line basis

Assets costing £100 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment. Depreciation is charged from the month of acquisition to the month of disposal.

##### **Taxation**

The charity is exempt from corporation tax on its charitable activities.

##### **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

##### **Hire purchase and leasing commitments**

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

##### **Defined contribution scheme**

The assets of the scheme are held separately from those of the charity in an independently administered fund, NEST. The costs of the defined contribution arrangements are charged as incurred.

##### **Donated goods**

Where material, donated goods and services are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, where material, donated goods and services are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

In accordance with the Charities SORP (FRS 102), the general volunteer time is not recognised and refer to the trustees' annual report for more information about their contribution.

The charity receives donated goods for resale. Estimating the fair value of these goods is impractical because of the volume of low-value items received and the absence of detailed stock control systems and records. As such the donated goods for resale are not recognised on receipt. Instead, the value to the charity of the donated goods sold is recognised as income when sold.

##### **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.

## Uplands Enterprise Trust

### Notes to the Financial Statements - continued for the Year Ended 31 August 2022

#### 2. ACCOUNTING POLICIES - continued

##### **Cash at 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 recognised where the charity 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.

##### **Financial instruments**

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

##### **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

None

##### Critical areas of judgement

There are no critical areas of judgement.

#### 3. DONATIONS AND LEGACIES

	2022	2021
	£	£
Donations	10,868	1,873
Grants	<u>55,818</u>	<u>17,280</u>
	<u>66,686</u>	<u>19,153</u>

Grants received, included in the above, are as follows:

	2022	2021
	£	£
Swindon Borough Council – Infection Control	28,818	14,030
Social Farms & Gardens	750	750
St James Place – Sensory	-	2,500
Rotary Club	1,400	-
Wiltshire Community Fund	5,000	-
D'Oyly Carte	4,000	-
Sponsor a Star	850	-
B&Q	5,000	-
Charities Trust	<u>10,000</u>	-
	<u>55,818</u>	<u>17,280</u>

#### 4. OTHER TRADING ACTIVITIES

	2022	2021
	£	£
Fundraising events	3,866	-
Other Income	<u>4,756</u>	-
	<u>8,622</u>	-

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2022**

**5. INCOME FROM CHARITABLE ACTIVITIES**

	2022	2021
	£	£
Course fees and placements	971,414	744,780
Commissioned Sessions	233,427	209,538
Shop income	1,991	914
Holiday/Saturday club income	-	3,121
Enterprise income	5,511	3,290
Grants and donations	-	1,034
Other	828	940
	<u>1,213,171</u>	<u>963,617</u>

Grants received, included in the above, are as follows:

	2022	2021
	£	£
Coronavirus - Job Retention Scheme grant	-	1,034
	<u>-</u>	<u>1,034</u>

Government Grant Income - funding is received from the above local authorities and government bodies (see note 3 also).

There were no unfulfilled conditions or other contingencies attached to these grants. The charity has not directly benefited from any other forms of government assistance.

**6. CHARITABLE ACTIVITIES COSTS**

	Direct Costs (see note 7)	Support costs (see note 8)	Totals
	£	£	£
All provisions	<u>1,019,063</u>	<u>142,059</u>	<u>1,161,122</u>

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2022**

**7. DIRECT COSTS OF CHARITABLE ACTIVITIES**

	2022	2021
	£	£
Staff costs	771,597	639,688
Building rent	60,792	45,944
Rates and water	822	1,176
Insurance	7,713	1,104
Light and heat	17,491	15,064
Telephone	7,010	12,129
Fire and security	4,858	3,807
Repairs, renewals and cleaning	55,692	19,979
Motor and travel	15,235	14,270
Postage & stationary	7,408	6,671
PPE supplies	9,822	8,271
IT Support	3,379	4,401
Training	4,020	2,352
Enterprise costs	9,631	3,480
Subscriptions	372	1,085
Staff Welfare	3,385	-
Donations Paid	325	-
Marketing	175	-
Professional fees	-	1,068
Sundry costs	8,587	412
Bad Debts	495	21,489
Waste disposal	4,365	6,339
Depreciation and loss on disposal	25,889	18,559
	<u>1,019,063</u>	<u>827,288</u>

**8. SUPPORT COSTS**

	HR & Finance £	Governance costs £	Totals £
Living and working	<u>89,059</u>	<u>53,000</u>	<u>142,059</u>

Support costs, included in the above, are as follows:

	2022	2021
	£	£
Insurance	-	4,638
Telephone	-	-
Bank charges	480	665
Business support	114,669	100,000
Sundries	-	-
Auditors' remuneration	6,500	-
Recruitment	1,088	3,736
Bookkeeping	16,822	28,221
Legal and professional	-	-
Accountancy and Independent examination	<u>2,500</u>	<u>4,650</u>
Carried forward	142,059	141,910

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2022**

**NET INCOME/(EXPENDITURE)**

9.

Net income/(expenditure) is stated after charging/(crediting):

	2022	2021
	£	£
Depreciation- owned assets	25,889	18,559
Other operating leases	60,792	45,944
Accountancy and Audit fees	9,000	4,650

10. **TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 August 2022 nor for the year ended 31 August 2021.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 August 2022 nor for the year ended 31 August 2021.

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2022**

**11. STAFF COSTS**

	2022	2021
	£	£
Wages and salaries	727,948	604,372
Social security costs	33,424	29,683
Other pension costs	<u>10,225</u>	<u>8,633</u>
	<u><u>771,597</u></u>	<u><u>639,688</u></u>

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

	2022	2021
	<u>51</u>	<u>42</u>

No employees received emoluments in excess of £60,000.

**Key management personnel**

The key management personnel of the charity comprise the trustees and the senior management team. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the charity was £57,316 (2021: £85,449). The total employee benefits include costs of direct employment and costs of employee benefits recharged to the charity.

**12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	1,873	17,280	19,153
<b>Charitable activities</b>			
All provisions	963,617	-	963,617
	<u>965,490</u>	<u>17,280</u>	<u>982,770</u>
<b>Total</b>			
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>			
All provisions	952,946	16,252	969,198
	<u>952,946</u>	<u>16,252</u>	<u>969,198</u>
<b>Total</b>			

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2022**

**12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

	Unrestricted funds £	Restricted funds £	Total funds £
	_____	_____	_____
<b>NET INCOME</b>	12,544	1,028	13,572
<b>Transfers between funds</b>	-	-	-
<b>Other recognised gains/(losses)</b> Actuarial gains/(losses) on defined benefit schemes	-	-	-
<b>Net movement in funds</b>	12,544	1,028	13,572
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>	226,086	7,178	233,264
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>238,630</u>	<u>8,206</u>	<u>246,836</u>

**13. TANGIBLE FIXED ASSETS**

	Short leasehold £	Plant and machinery £	Fixtures and fittings £
	_____	_____	_____
<b>COST</b>			
At 1 September 2021	63,013	18,224	43,852
Additions	16,535	-	29,125
Disposals	(478)	-	(9,897)
At 31 August 2022	<u>79,070</u>	<u>18,224</u>	<u>63,080</u>
<b>DEPRECIATION</b>			
At 1 September 2021	29,430	13,376	23,072
Charge for year	6,691	3,622	9,220
Eliminated on disposal	(265)	-	(9,650)
At 31 August 2022	<u>35,856</u>	<u>16,998</u>	<u>22,642</u>
<b>NET BOOK VALUE</b>			
At 31 August 2022	<u>43,214</u>	<u>1,226</u>	<u>40,438</u>
At 31 August 2021	<u>33,583</u>	<u>4,848</u>	<u>20,780</u>

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2022**

**13. TANGIBLE FIXED ASSETS - continued**

	Motor vehicles £	Computer equipment £	Totals £
<b>COST</b>			
At 1 September 2021	13,039	14,156	152,284
Additions	18,939	2,620	67,219
Disposals	<u>(3,333)</u>	<u>(4,254)</u>	<u>(17,962)</u>
At 31 August 2022	<u>28,645</u>	<u>12,522</u>	<u>201,541</u>
<b>DEPRECIATION</b>			
At 1 September 2021	4,142	8,887	78,907
Charge for year	3,939	2,416	25,888
Eliminated on disposal	<u>(889)</u>	<u>(4,006)</u>	<u>(14,810)</u>
At 31 August 2022	<u>7,192</u>	<u>7,297</u>	<u>89,985</u>
<b>NET BOOK VALUE</b>			
At 31 August 2022	<u>21,453</u>	<u>5,225</u>	<u>111,556</u>
At 31 August 2021	<u>8,897</u>	<u>5,269</u>	<u>73,377</u>

**14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2022 £	2021 £
Trade debtors	67,857	43,815
Other debtors	3,321	5,009
Accrued income	43,667	56,095
Prepayments	<u>13,832</u>	<u>7,907</u>
	<u>128,677</u>	<u>112,826</u>

**15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2022 £	2021 £
Trade creditors	24,649	32,445
Social security and other taxes	9,079	7,299
Other creditors	6,599	5,046
Accruals and deferred income	<u>133,694</u>	<u>64,970</u>
	<u>174,021</u>	<u>109,760</u>

**16. LEASING AGREEMENTS**

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2022 £	2021 £
Within one year	38,503	38,502
Between one and five years	15,167	1,167
In more than five years	<u>-</u>	<u>-</u>
	53,670	39,669

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2022**

**17. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted funds	Restricted funds	2022 Total funds	2021 Total funds
	£	£	£	£
Fixed assets	111,556	-	111,556	73,377
Current assets	427,898	8,760	436,658	283,219
Current liabilities	<u>(174,021)</u>	<u>-</u>	<u>(174,021)</u>	<u>(109,760)</u>
	<u>365,433</u>	<u>8,760</u>	<u>374,193</u>	<u>246,836</u>

**18. MOVEMENT IN FUNDS**

	At 1.9.21 £	Net movement in funds £	Transfers between funds £	At 31.8.22 £
<b>Unrestricted funds</b>				
General fund	<u>238,630</u>	<u>126,803</u>	<u>-</u>	<u>365,433</u>
<b>Restricted funds</b>				
Community Enterprise Centre	822	-	-	822
Farm tools	375	-	-	375
Skills for Work refit	3,056	-	-	3,056
Sensory room	2,925	-	-	2,925
Sensory Grant	1,028	(1,028)	-	-
Social Farms & Gardens	-	693	-	693
Wiltshire Community Fund	-	-	-	-
Sponsor-a-Star	-	850	-	850
B&Q Grant	-	-	-	-
Charities Trust	-	39	-	39
	<u>8,206</u>	<u>554</u>	<u>-</u>	<u>8,760</u>
<b>TOTAL FUNDS</b>	<u>246,836</u>	<u>127,357</u>	<u>-</u>	<u>374,193</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,213,171	(1,105,858)	126,803
<b>Restricted funds</b>			
Sensory Grant	-	(1,028)	(1,028)
Social Farms & Gardens	750	(57)	693
Wiltshire Community Fund	5,000	(5,000)	-
Sponsor-a-Star	850	-	850
B&Q Grant	5,000	(5,000)	-
Charities Trust	10,000	(9,961)	39
	<u>1,254,261</u>	<u>(1,126,904)</u>	<u>127,357</u>
<b>TOTAL FUNDS</b>	<u>1,254,261</u>	<u>(1,126,904)</u>	<u>127,357</u>

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2022**

**18. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

	At 1.9.20 £	Net movement in funds £	Transfers between funds £	At 31.8.21 £
<b>Unrestricted funds</b>				
General fund	<u>226,086</u>	<u>12,544</u>	-	<u>238,630</u>
<b>Restricted funds</b>				
Community Enterprise Centre	822	-	-	822
Farm tools	375	-	-	375
Skill for work refit	3,056	-	-	3,056
Sensory room	2,925	-	-	2,925
Sensory Grant		1,028	-	1,028
	<u>7,178</u>	<u>1,028</u>	-	<u>8,206</u>
<b>TOTAL FUNDS</b>	<u><u>233,264</u></u>	<u><u>13,572</u></u>	-	<u><u>246,836</u></u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
<b>Unrestricted funds</b>				
General fund	965,490	(952,946)	-	12,544
<b>Restricted funds</b>				
Sensory room	<u>17,280</u>	<u>(16,252)</u>	-	<u>1,028</u>
<b>TOTAL FUNDS</b>	<u><u>982,770</u></u>	<u><u>(969,198)</u></u>	-	<u><u>13,572</u></u>

**19. RELATED PARTY DISCLOSURES**

The following transactions took place between the charity and Brunel SEN Multi-Academy Trust (BSM). The trustee, Mrs J Smith, is CEO and trustee of BSEN.

£53,000 was charged from BSEN to UET for time spent by Mrs J Smith on assisting the charity.

The Trustee, Mrs J Smith, has rented out a farm building for use by the UET for student education. UET pays a peppercorn rent of £1 per annum.

The son of Trustees' D and S Dinsey is employed by UET and earned £1,880 for the year.

**20. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	2022 £	2021 £
<b>Cash flows from operating activities:</b>		
Net movement in funds/net income/ (net expenditure)	127,357	13,572
Add back depreciation	25,888	18,559
Add back loss on disposal of fixed asset	2,932	-
<b>Adjustments for:</b>		
(Increase)/decrease in debtors	(15,851)	145,672
Increase/(decrease) in creditors	64,261	(100,640)
<b>Net cash generated from/(used in) operations</b>	204,587	77,163

**21. ANALYSIS OF CHANGES IN NET FUNDS**

	At 1.9.21 £	Cash flow £	At 31.8.22 £
<b>Net cash</b>			
Cash at bank	169,683	138,298	307,981
Cash in hand	710	(710)	-
	170,393	137,588	307,981

**UPLANDS ENTERPRISE TRUST**

England & Wales - Charity number 1148086

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# Accounts

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S K I L L S F O R E V E R

Helping young people with  
SEND to help themselves

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**ANNUAL REPORT AND FINANCIAL STATEMENTS**

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FOR THE YEAR ENDED 31 AUGUST 2021

UPLANDS ENTERPRISE TRUST  
Unit B4C Orbital Retail Park, Thamesdown Drive, Swindon, SN25 4AN

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## INTRODUCTION

Uplands Enterprise Trust (UET) is a Swindon based charity that **helps young people with Special Educational Needs and Disabilities (SEND) to help themselves**. UET is led by a knowledgeable board of voluntary Trustees and run by enthusiastic, skilled and creative staff. The Trust is constantly developing, expanding and changing to improve the lives of disabled young people within Swindon and the surrounding areas.

This unique charitable trust was set up in response to the need for meaningful opportunities for disabled young people once education ends. In reality most young people with SEND leaving education at 19, embarked on a life of leisure for the remainder of their adult lives. The **early retirement** option was not welcomed by the young people or their families who had worked extremely hard in partnership with their child's school to prepare them for a purposeful life contributing to their local community.

UET was created to ensure that this aspiration, to be valued by and contribute to the local community, was realised for young people with disabilities, regardless of the barriers caused by their disabilities as there was little post education opportunities.

### The UET Story

#### The beginning the Charity shops ...

UET was created in 2012 with a clear ambition to provide meaningful and purposeful skill-based opportunities to enable these Children and Young People & Adults (CYP&A) to gain transferable skills that should benefit the community, provide them with sound work ethics and a sense of worth and belonging. UET wanted to make a difference to their life choices and outcomes and began by creating the opportunities to help shape their future.

This ambition started with a small charity shop. The Redhouse shop opened in November 2012 just behind Uplands school, a great location for the students to access and assist in all aspects of retail and running the café. More shops followed and by 2019 UET had a specialist baby and children's shop, a boutique and our flagship store in the Brunel centre in Swindon. The retail decline and the impact of COVID 19 pandemic resulted in UET ceasing trading in the Charity Shops. In late 2020 these retail premises were re-purposed to support enterprise activity and the Online retail offer.

The Online retail offer continues to be a focus for development for UET both in terms of revenue sales but also as a effective vehicle for providing the UET CYP&A with the skills needed for the changing retail landscape.

The retail property portfolio will continue to be reduced over 2021/2022, with UET breaking from the Gorsehill Unit 117 in December 2021 and Redhouse lease coming to an end in August 2022. The Online premises in Gorsehill will then be the only remaining retail premises.

#### What about a Farm ...

The UET farm at South Leigh established in 2013, offers the CYP&A the chance to engage and interact with livestock and learn life skills in health and safety, environmental care, life processes and horticulture. Being fully inclusive, the farm enables all our CYP&A to interact with peers and staff while taking part in practical, hands-on experience regardless of their ability. Our poly-tunnel with wheelchair height planters, fully equipped workshop, and selection of small mammals through to chickens, a pony and the farm dogs provide a varied and friendly environment.

The UET Farm continues to primarily be an exporter of services to Brunel SEN MAT (BSM) with over 95% of all Farm sessions being offered to BSM provisions. The UET Farm is now registered with and approved by Social Farms & Gardens, which is already improving support networks and providing a wider range of opportunities for the CYP&A.

#### **Then Horizons College ...**

The college opened in September 2013 as a community-based specialist college offering educational opportunities for learners aged 16 - 25 years old with a wide range of special needs. The college grew rapidly from 10 learners in September 2013 to over 80 learners in September 2020. The college played a major role in the UET's development, but the rapid growth and focus on education outcomes meant that the transfer of the college to the educational family of the emerging Brunel SEN MAT was in the best interests of the college and the remaining UET non-education activity. Following the launch of the Brunel SEN Multi Academy Trust (BSM) in September 2018, Horizons began the transition to join its educational partners. This was achieved through the establishment of the BSM subsidiary company Brunel Education (BE), which enabled Horizons College to transfer to BE on 31st August 2019.

#### **Followed by the development of the post-education Skills Offer ....**

As the college grew and developed, the College learners needed a quality post-education offer that continued to develop and maintain the skills learnt through school and college. UET was committed to supporting the College leavers and their families, so created a post-education skills-based offer that ensured skills learnt were applied through a range of work and life skills opportunities. Skills for Work and Skills for Life became a quality post-education programme promoting independence and life in the community.

This well-respected Skills offer further developed with the addition of a Bespoke Skills programme in September 2019 that was created to be accessible by YP&A that needed a fully individualised package with a focus on functional activity leading to enterprise opportunities.

#### **In 2020/21, UET further diversified ...**

Although 2020 saw UET remove the retail activity it also saw the implementation of a new service UET Short Breaks, a respite provision for SEND Children and Young People and their families. This new Short Breaks service was accompanied by the lease of an exciting new premises which will allow for further diversification through increasing and developing the offer for children from 5 – 18 years.

The initial 1-year Short Breaks tender was very successful with over 70 regular placements, despite the significant challenges posed by COVID restrictions during the lockdowns, COVID safe practices and inevitable COVID outbreaks. The initial tender was retendered in June 2021 and formally awarded to UET in July 2021 for a further 5 years with an estimated value in excess of 1.3 million and an associated growth and development plan.

UET has evolved, developed and grown since Horizons College transferred to Brunel Education. Having moved from a predominantly retail offer with an income of approximately £250,000 in 2016 to a combined service offer for the academic year 20/21 that has an estimated income of over £900,000 and solely funded by local authority or social care placement fees.

These placement fees are funded both by adult and children's services and provide a non-profit sustainable income for UET to enable the service to expand and develop to meet the needs of a wider range of CYP&A with SEND.

In September 2020 there were 46 YP&A accessing the skills provisions with 56 CYP plus 17 adhoc placements accessing short breaks.

## The UET Timeline

2012	<ul style="list-style-type: none"><li>• UET's first charity shop opens in Redhouse to provide work experience for students from Uplands School.</li><li>• UET Farm opens at South Leigh to provide further work skills and the chance for students to interact with livestock, learn horticulture skills and environmental care.</li></ul>
2013	<ul style="list-style-type: none"><li>• The UET Learning Centre opens in Stratton Road in September 2013 with 14 learners. The UET Learning Centre is an Independent Specialist Provider offering educational opportunities for post 19 young people with a wide range of special needs.</li></ul>
2014	<ul style="list-style-type: none"><li>• Skills for Life launches at the Community Enterprise Centre. The post education provision offers a wide range of opportunities to develop life and social skills.</li></ul>
2015	<ul style="list-style-type: none"><li>• Expansion of Retail to include the opening of the Gorse Hill Charity shop providing further work experience and volunteering opportunities.</li></ul>
2016	<ul style="list-style-type: none"><li>• The Headlands site is acquired in September 2016 as an additional campus for the UET Learning Centre in order to develop the need for further post education opportunities. UET develops a long term view and restructure plan to ensure we are evolving and constantly developing plans to ensure that the UET offer continues to be innovative.</li></ul>
2017	<ul style="list-style-type: none"><li>• September 2017 - Horizons College launched (formerly UET Learning Centre) - there are now 60+ students on roll.</li><li>• Two more shops open in Gorse Hill, our Boutique and Baby shop.</li></ul>
2018	<ul style="list-style-type: none"><li>• Skills for Work launches providing training and support into work and volunteering opportunities.</li><li>• Brunel SEN MAT (BSM) is born. Consisting of six education provisions in Swindon. The BSM provides boutique education to children and young people with SEND. The existing work experience to UET's educational partners is widened with close working links to the whole BSM.</li></ul>
2019	<ul style="list-style-type: none"><li>• Launch of the new Skills for Work site in September offering an additional level to Skills for Work to ensure that young people with more complex needs are able to access a more bespoke offer.</li><li>• June 2019 - Brunel Education, a subsidiary of BSM is established. 1st September 2019 - Horizons College transfers from UET to Brunel Education - 78 learners on role.</li></ul>
2020	<ul style="list-style-type: none"><li>• May 2020 Due to the impact of COVID 19 UET ceases retail charity shop trading.</li><li>• July 2020 UET secures Short Breaks Respite Contract.</li><li>• August 2020 - Bespoke Provision grows and moves to the Community Enterprise Centre.</li><li>• Skills for Life move to Shaw Farm in readiness for UET Short Breaks to commence in Sept 2020.</li></ul>
2021	<ul style="list-style-type: none"><li>• Skills Offer to grow by an estimated 30% with 62 young people &amp; adults regularly accessing weekly programmes.</li><li>• 99% staff vaccinated against COVID 19.</li></ul>

# REFERENCE AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 AUGUST 2021

## Registered Company number

8011951 (England and Wales)

## Registered Charity number

1148086

## Registered office

Unit B4C Orbital Retail Park  
Thamesdown Drive  
Swindon  
Wiltshire  
SN25 4AN

## Charity name

Uplands Enterprise Trust (previously known as Uplands Educational Trust)

## Trustees

Jackie Smith - Principal Trustee	appointed	29.03.12
Derek Dinsey – Secretary/Chair	reappointed	13.03.19
Jeff Smith	reappointed	01.07.20
Anthony Griffiths	reappointed	01.07.20
Susan Dinsey	reappointed	01.07.20
Daniel Boden	retired and re-appointed	17.03.21
Matthew Crockin-Davis	retired and re-appointed	17.03.21
	resigned	22.06.21
Chris Sims	appointed	29.01.20

## Company Secretary

Derek Dinsey

## Clerk

Michelle Carter	appointed	06.07.16
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## Patron

William Wyldbore-Smith

## Senior Leadership Team

Jackie Smith	Chief Executive Officer (CEO)
Tracey Morley	Head of Service
Hayley Farmer	Head of Short Breaks
Sarah McCombe	Chief Finance Officer (CFO)

## Solicitors

Stone King LLP  
Boundary House  
91 Charterhouse Street  
London  
EC1M 6HR

## Accountants & Independent Examiner

Caroline Webster  
UHY Ross Brooke Ltd  
Suite I, Windrush Court  
Abingdon  
Oxfordshire, OX14 1SY

# **TRUSTEES' REPORT**

## **FOR THE YEAR ENDED 31 AUGUST 2021**

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st August 2021. The Trustees have adopted the provisions of the 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) (effective January 2015).

## **OBJECTIVES AND ACTIVITIES**

### **A. OBJECTS AND AIMS**

The objects of the charity are:

1. to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by developing, managing and providing, either directly or through third parties, education and training to pupils at Uplands School in Swindon (or any successor school to it);
2. promoting for the benefit of the inhabitants of Swindon and the surrounding area the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstance or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants; and
3. to advance health and relieve disability by improving the morale, confidence, well-being, skills and abilities of those deemed vulnerable

### **B. OBJECTIVES, STRATEGIES AND ACTIVITIES**

#### **The UET Vision & Mission**

##### **Our Shared Vision**

Helping those with Special Educational Needs and Disabilities to help themselves.

##### **Our Mission**

To be a unique, high-quality organisation that builds self-belief, confidence, and skills to support those living with SEND to feel valued and included within their community.

##### **Our Mission Objectives**

- Exceptional Services
- Exceptional People
- Exceptional Practice

## Our Values

The Vision and Mission are underpinned by the shared core values:

- Aspiration
- Integrity
- Inclusion

## Our Principles

Our principles are shaped by our vision, mission & values.

- **Exceptional services** where everyone can realise their potential
- **Commitment to the Safeguarding of all CYP&A** is a key focus of all in the Trust
- **Innovative opportunities** promote well-being and improves the life chances of CYP&A
- **Sustainable business model** delivered through fully compliant practice
- **High standards of Governance & leadership**, with financial security and effective management supported by efficient services must be embedded in all areas to enable excellent outcomes
- **High quality professional development** is valued
- **Effective and Collaborative partnerships** are promoted with all stakeholders to develop exceptional SEND services and provision

## Mission Objectives

### ➤ **Exceptional Services**

All our children, young people and vulnerable adults have exceptional opportunities through high quality services and provisions that enable them to develop the skills and attributes to contribute to and feel valued by their community.

### ➤ **Exceptional People**

UET is led by committed team of Trustees and staff (our UET people) who operate with absolute integrity, are forward thinking, hardworking, skilful practitioners determined to enable children, young people and vulnerable adults with SEND to reach their full potential.

### ➤ **Exceptional Practice**

Best practice is embedded to ensure sustainable provisions that are inclusive, aspirational, vibrant, safe, compliant, financially healthy, well-resourced and led by an exceptional team.

The UET Mission Objectives (MO) are met through clearly defined Strategic Objectives (SO). Progress towards achieving the MO SOs will be measured by a range of Key Performance Indicators (KPI). The KPIs ensure progress can be described both quantifiably and qualitatively towards achieving the SOs. The over-arching MOs for UET drive strategic planning and ensure the UET “Golden Thread” is evident in all aspects of development and improvement.

The monitoring of progress is robustly embedded supported by rigorous controls and moderation. The SOs are reviewed annually based on the outcomes of the KPIs for each year and the UET Strategic Plan is a dynamic 3 Year rolling programme of intent, implementation, and impact that quality assures outcomes across UET.

SOs and KPIs are monitored regularly through the year by both Trustees and the Senior Management Team (SMT) through the more detailed Development Plans associated with each MO and SO.

The overall success of each SO and associated KPIs will be RAG rated in July of each academic year and the impact of the KPIs outcomes measured. This RAG rated review will then inform any amendments for subsequent SO and/or KPIs for the next academic year.

The Strategic lead for the MOs has direct accountability for ensuring outcomes and impact. A delegated lead is identified for each SO and associated KPIs to ensure actions are achieved in the agreed time scale and identify interventions if required.

Progress towards the MOs and SOs will be monitored regularly by the Strategic and Delegated Lead and will be reported to the UET Board through formal reports and SMT up-dates.

## **Key Strategic Objective Overview 2020/21**

### **Mission Objective 1 – Exceptional Services:**

- SO 1.1 – To ensure CYP development pathways lead to successful outcomes
- SO 1.2 – To deliver high-quality staff training and Quality Assurance with a firm commitment to raising standards
- SO 1.3 – To ensure Safeguarding and wellbeing is a key priority
- SO 1.4 – To ensure all services provide an exceptionally high-quality offer through an engaging, person-centred approach.
- SO 1.5 – To ensure effective partnership working is embedded within UET and underpinned by a clear communication strategy.

### **Mission Objective 2 – Exceptional People:**

- SO 2.1- To Recruit & Retain the best people
- SO 2.2 – UET is committed to raising the professional profile and expertise of our people.
- SO 2.3 – Prioritising & valuing our people's well-being & engagement.

### **Mission Objective 3 – Exceptional Practice**

- SO 3.1 - To deliver Governance that is effective, supportive, and challenging to ensure accountability at all levels.
- SO 3.2 - To deliver a growth plan that does not compromise the quality of existing services
- SO 3.3 - To deliver efficient & effective business support.

## Mission Objective 1 Exceptional Services

**Table 1. Exceptional Services**

Strategic Objective	K0.1	End of Year RAG Comments
1.1 To ensure personal development pathways lead to successful outcomes for all	5	4 achieved & 1 not achieved
1.2 To ensure high-quality staff training with a firm commitment to raising standards	5	3 achieved, 1 partially achieved & 1 not achieved
1.3 To ensure Safeguarding and wellbeing is a key priority	5	3 achieved & 2 partially achieved
1.4 To ensure all services provide an exceptionally high-quality offer through an engaging, person-centred approach	5	3 achieved, 1 partially achieved & 1 not achieved
1.5 To ensure effective partnership working is embedded within UET	5	2 achieved, 1 partially achieved & 2 not achieved

## Mission Objective 2 Exceptional People

**Table 2. Exceptional People**

Strategic Objective	KPI No.	End of Year RAG Comments
2.1 To recruit & retain the best people	6	4 achieved, 1 partially achieved & 1 not achieved
2.2 To commit to raising the professional profile of individuals within UET	4	2 achieved & 2 not achieved
2.3 To prioritise & value our people's well-being & engagement	4	3 achieved & 1 not achieved

## Mission Objective 3 Exceptional Practice

**Table 3. Exceptional Practice**

Strategic Objective	KPI No.	End of Year RAG Comments
---------------------	---------	--------------------------

<b>3.1</b> To deliver Governance that is effective, supportive and challenging to ensure accountability at all levels	<b>3</b>	1 achieved & 2 not achieved – Direct impact of COVID
<b>3.2</b> To deliver a growth plan that does not compromise the quality of existing services	<b>8</b>	3 achieved, 3 partially achieved & 2 not achieved
<b>3.3</b> To deliver efficient & effective business support	<b>3</b>	3 achieved
<b>3.4</b> To ensure sustainable financial health within the charitable SEND landscape	<b>8</b>	5 achieved, 1 partially achieved & 2 not achieved
<b>3.5</b> To ensure UET is fully compliant and meets all statutory responsibilities	<b>4</b>	3 achieved & 1 partially achieved

**Summary Table 5:**

<b>MO</b>	<b>Total KPIs</b>	<b>RED</b>	<b>AMBER</b>	<b>GREEN</b>	<b>GREY</b>
1	25 (39%)	4	5	15	1
2	14 (22%)	4	1	9	0
3	25 (39%)	6	4	15	0
<b>Total =</b>	<b>64</b>	<b>14 (22%)</b>	<b>10 (16%)</b>	<b>39 (61%)</b>	<b>1 (0%)</b>

The table above provides a summary of UET performance against the Key Performance Indicators outlined in our strategic plan 20/21. As you will see despite the challenges related to COVID-19, we have achieved 61% of KPI's as you agree is a good outcome.

### Activity Overview 20/21

UET now has two key service areas:

- 1. Skills for Ever** (The Skills Offer for post-education YP&A 18 years + with 3 cohorts)
- 2. Short Breaks Respite** (The Children Offer for 5 – 18 years)

Placements across our two key service areas within UET are continuing to increase with further significant growth expected in 2021/2022 (See table below). This growth has required robust strategic planning underpinned by a clearly defined growth & resource plan, and this level of growth is expected into the next academic year 2022/2023.

<b>Provision</b>	<b>Skills for Ever</b>	<b>Short Breaks</b>
Sept 2020	46	56 plus 17 adhoc placements
Sept 2021	62	96

#### 1. Skills for Ever (YP&A)

Skills for Ever is delivered through three distinct cohorts of provision: Skills for Life, Skills for Work and Bespoke. Each programme has a specialist offer that is tailored to meet the needs of their cohort through experienced and trained staff.

**Skills for Life** offers structured sessions that are innovative, creative, and adapted to meet the needs of our cohort. Skills for Life support YP&A with complex health needs and provides physical health support.

**Skills for Life will:**

- **Enable communication.** We recognise that communication is imperative for our YP&A, and that there is more to communication than just verbal language. We encourage the use of communication aids that are provided within Skills for Life.
- **Promote choice.** Our trained staff use technology as an aid to enable our YP&A to independently make decisions. Choice is encouraged in every possible instance at Skills for Life.
- **Support health and wellbeing.** We offer a variety of sessions that create new experiences for our YP&A. Our trained staff provide personal care and physical health support, ensuring care provided is dignified and safe.
- **Create a sense of belonging.** Our structured sessions enable our YP&A to participate within group sessions, creating a sense of community. We encourage interaction between our YP&A, building upon their social interaction and relationships.

**Skills for Work** offers a work-focused package, to provide work experience opportunities to enable people to step into volunteering, self-employed or employed work with or without support. We aim to build the confidence and knowledge of our YP&A whilst also instilling professional values.

**Skills for Work provide work experience in:**

- **Hospitality.** We have a café. Skills for Work access the café and learn vital skills such as customer service, food hygiene and infection control.
- **Farm.** South Leigh offers the children, YP&A the chance to engage and interact with livestock and learn life skills in health and safety, environmental care, life processes and horticulture. Being fully inclusive, the farm enables all our YP&A to interact with peers and staff while taking part in practical, hands-on experience regardless of their ability. Our poly-tunnel with wheelchair height planters, fully equipped workshop, and selection of small mammals through to chickens, a pony and the farm dogs provide a varied and friendly environment.
- **Enterprise.** UET Enterprise provide a t-shirt and mug printing service. The YP&A have access to and operate the machinery used. We also pickle eggs and onions to sell.
- **Admin.** Skills for Work have an office environment where our YP&A complete admin tasks. We also have an online shop, where our YP&A sort through stock, take photos and upload items of clothing/homeware items online.
- **Care Work.** All at Skills for Work have the opportunity to complete care work within UET.

**Bespoke** launched in summer 2019 to deliver tailored made packages, supporting YP&A with higher support requirements, and initially started with 3 YP&A, which very quickly became five. Due to the nature of the YP&A we supported we were mainly based off site, initially supporting the charity shops with our logistic team. Bespoke then moved into the CEC building in September 2020 which enabled further development of the well-being offer that is required in COVID. This includes the development of well-being sessions, addressing things like anxiety and low mood through Yoga sessions specifically capturing our YP&A with ASD. We also support our YP&A to access Lift counselling services to address mental health issues.

All YP&A are supported at a 1:1 or above ratio. Packages to include hands on learning, to produce enterprise, embedding functional skills, whilst gaining essential employability skills. Our offer includes:

- Essential living skills, with activities, like shopping, cooking, and cleaning.
- Social and community skills, accessing café's pubs and restaurants. We also support our local community with regular litter picking sessions.
- Tailor made sensory sessions, utilising our newly refurbished sensory room.
- Community links, such as Oak and Furrows, and The Big Yellow Bus project.
- Enterprise activity such as woodwork, textiles, catering, horticulture, business studies within an enterprise, logistics, Health & Safety awareness, recycling, and current world trends.

## **2. Short Breaks (CYP)**

Launched in September 2020, UET Short Breaks offers a provision for C&YP aged 5-18 with SEND. The Short Breaks provision provides afterschool, weekend respite and school holiday respite.

We promote and actively encourage independence and life skills that will help the C&YP prepare for their futures. Our Short Breaks Team do this by providing a meaningful and fun experience where the C&YP have the opportunity to try new things in a safe, positive, and socially inclusive environment.

The C&YP that attend have a variety of additional needs including, physical, medical, and behavioural. The Short Breaks team are trained and competent to provide high quality support to enable them to cater to each individual.

At Short Breaks, we encourage engagement in set activities, please see below:

- Soft Play and outdoor activities including sports
- Homework Assistance
- Life Skills including cooking and baking
- Art and Design
- Sensory
- Singing and Story telling
- Drama and Dance

The C&YP receive an Individual Skill Plan (ISP) that captures areas of development that will be supported whilst the C&YP attend the provision. The Short Break team, parents/carers and C&YP all input to the ISP and have shared outcomes for everyone.

## **Farm**

UET Farm offers an inclusive, therapeutic, and educational space for Children and Young People (CYP) with SEND and complex needs. We encourage and support a variety of outdoor learning and nature-based activities around the Farm. All sessions are bespoke and interlink to help students appreciate the valuable part they play in caring for the environment and each other, learn transferable life and social skills and contribute to a positive sense of well-being.

We do this by facilitating time spent:

- Caring for the animals – chickens, rabbits, ducks, geese & a pony
- Growing in the organic garden and polytunnel
- Designing and making projects from reclaimed wood in the workshop

- Cooking with homegrown produce in the cabin
- Wildlife watching in our pond area

Each provision within UET has made good progress in year 20/21 despite the challenges of COVID-19 pandemic. Below provides an overview of some of the achievements in each provision.

### **Short Breaks**

Continuous and steady growth in relation to children accessing the provision by over 50%, delivering over 1600 hours by July 21.

Achieving 100% KPI's outlined by Swindon Borough Council (SBC) as part of their quality assurance measures.

*Outcome outlined by SBC: - Childrens social communication and relationships are developed and sustained at an appropriate level to the individual child or young person.*

All children and young people accessing Short Breaks have an individual Skill Plan which were produced in collaboration with families, health care professionals and the children and young people.

### **Farm**

Farm submitted a successful application to become a recognised member of the Social Farms and Gardens and was awarded a grant of £1,500 to run a summer project for children, carers, and parents during the summer holiday. This grant allowed the Farm to develop a therapeutic space, with a firepit, sandpit and pond equipped with resources to encourage outdoor learning.

Please see the feedback from Social Farm and Garden board:

*"Firstly, SF&G would like to thank you for submitting your reports and photographs - they were a joy to read, and we were so impressed with the wide variety of experiences the projects provided for the children, carers and parents during the summer holiday".*

### **Skills for Life**

The team at Skills for Life have shown great commitment and tenacity to ensuring the young people and adults health and wellbeing is paramount, providing a safe and engaging environment to maintain their level of independence and provide peer to peer interaction.

### **Skills for Work**

Due to the COVID-19 pandemic we have seen many of our young people and adults' anxiety heightened this has been exasperated due to being unable to access community which is a big part of our Skills for Work offer. Therefore, our focus has been providing meaningful opportunities by converting our retail offer to our online shop, sustaining their wellbeing and relationships, and having a focus on enterprise production.

### **Bespoke**

Expanded production of enterprise items which has broadened their partnerships within the community to increase opportunities for the young people and adults.

Implementation of recording tools to capture engagement, outcomes and inform next steps for each individual young person and adult within the provision.

**Individual success story:** *A young person is Ombrophobic (fear of rain), his anxiety on a rainy day is extremely high, staff supported with a consistent approach and reassurance to attempt to lower his anxiety around rain by providing regular opportunities to watch the rain and talk through his emotions and how it made him feel, gradually the staff saw this young person singing and dancing in the rain.*

## C. PUBLIC BENEFIT

The trustees have paid due regard to the Charity Commission's guidance on public benefit in deciding what activities the charity should undertake. The trustees consider that they have acted in the public benefit.

## D. DELIVERY

### Effective leadership

For UET to continue to be a unique organisation, providing meaningful opportunities for young people with SEND and deliver our key strategic objectives, we recognise that we have to:

- 1) Have a forward-thinking effective leadership team, driven by a focused trustee board and an adaptable team that have a passion for the work of the trust. Develop an efficient SMT and admin support team to enable the provisions to deliver with the tools, information and knowledge they require.
- 2) Continuously quality control the UET offer by quality assurance and stakeholder feedback.
- 3) Ensure that our growth is clear, planned and agreed whilst maintaining the quality offer of the UET.

UET is led by a knowledgeable board of voluntary Trustees and run by enthusiastic, skilled and creative staff, and is a registered charity which operates for its charitable purposes for the public benefit. The Trustees report to the Charity Commission each year on how it has carried out its charitable purpose for the public benefit in line with the [Charity Commission's public benefit guidance](#) where relevant. UET Trustees ensure that they are aware of the guidance and take it into account when making decisions to which the guidance is relevant. All Trustees uphold the **Nolan Principles of Public Life**.

The UET Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, have overall responsibility and ultimate decision-making authority for all the work of UET in line with Charity Commission guidelines. The Trustees adopt the provisions of the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities when preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective January 2015).

The UET board is made of individuals who are appointed because of the skills that they bring to the governance of UET. The Trustees have a range of skills and qualities, and a variety of professional and personal experience. Skills Audits are carried out annually to ensure that UET has a diverse board where Trustees have different experiences and perspectives which ensures that the board makes well-rounded decisions. Any gaps in the overall skills identified from the Skills Audit informs the recruitment requirements of the board to continually ensure that the board has the expertise to:

- exercise overall control of UET's current business operations
- manage the charity's resources responsibly
- set the strategy and oversee its implementation

- ensure that the needs of the UET's beneficiaries are put first
- keep the charity true to its purpose

The fundamental principles and rules of governance are determined within:

- The Articles of Association
- Associated guidance documents, policies and job descriptions
- Compliance with the regulations laid out in the Charities SORP
- The Charity Commission's public benefit guidance

The UET Board aims to manage by exception and invest in areas of risk. It oversees operational standards, compliance, financial probity and safeguarding. It is responsible for overseeing the work of the Chief Executive Officer (CEO) and all staff in delivering UET's vision, in line with the UET Strategic Plan.

Link Trustees work closely with staff in each of the UET Provision areas providing support and challenge to ensure that UET's provisions are safe, secure, are of high-quality and ensure the best outcomes for all young people. The UET Board ensure effective engagement with parents and carers, community and stakeholders through local knowledge. They oversee the implementation of the UET Provision Development Plans, ensuring alignment with UET's vision and Strategic Plan.

UET is led by the Chief Executive Officer (CEO) who leads the UET Senior Management Team (SMT) consisting of the Head of Service and Head of Short Breaks.

### **Quality Assurance**

UET recognises that external audits provide a valuable opportunity to view systems and processes through the eyes of experts in their field.

Safeguarding is supported through an annual review with the safeguarding team (including the linked trustee) to ensure all understanding and process follows legislation and all team training including the induction, is up to date. The external Safeguarding consultant also holds an annual staff training every March for the UET team.

A GDPR external audit is carried out annually and SMT carry out random GDPR audits throughout the year on team devices. H&S audits are carried out monthly in-house and annually externally. Finance month end reviews and checks are carried out by a Chartered Accountant and final year end accounts are fully audited externally.

### **Planning for the Future**

UET recognises its unique role in providing post education support to the young people it works with. With increasing demand for the services, it is essential that we ensure that expansion does not compromise the quality of the UET offer and to keep the young people at the centre of everything that we do.

Whilst growth is inevitable, as unlike education we do not have a fixed term attendance, we recognise that we need to ensure that any expansion is within the original vision of the organisation, accommodating our original team of young people on their path through adulthood whilst welcoming new young people to a focused and supportive environment.

Uplands Enterprise Trust is a developing and growing charitable trust for children and young people (CYP) with Special Educational Needs or Disabilities (SEND) focused on developing skills

and supporting families. The key objective is to provide quality opportunities for CYP with SEND to helping them to help themselves. UET's detailed 3-year Strategic Plan will be measured by three Key Strategic Objectives (KSO) and their associated annual Key Performance Indicators (KPIs) described below, and there is an expectation that there will be other developments as the charitable trust continues to grow.

One of the strengths of the UET is to keep evolving, we listen to the young people that we work with and create new opportunities to help support them. The partnership working between BE, BSM and UET will be further developed to provide a continuity and constituency of offer for our families through to 25 years and beyond.

The following are additional areas for development which will need to be revised and included in the UET Strategic Plan for 2021/2022:

### **All Provisions**

- **Quality Assurance focus on each of the individual provisions to ensure regulatory compliance.**
- **Focus on relevant training and development within the individual provisions to guarantee a multi-skilled and confident workforce.**
- **Implement a robust process to capture and measure impact across UET.**

### **Short Breaks**

- **Adopt and apply Ofsted framework with the view to achieving a 'GOOD' rating following any inspection.**

### **Skills for Ever**

- **Plan and develop an additional provision for our post 30 individuals.**

## **FINANCIAL REVIEW**

### **A. RESERVES POLICY**

At the year end the Trust has total funds of £246,836 (2020: £233,264). Of those funds, £8,206 are held as restricted funds and £73,377 are held as tangible fixed assets. The free reserves at 31 August 2021 are £238,630. The trustees are confident that the trust can continue to grow its reserves to reflect approximately 3 months of running costs.

The financial plan for 2020/21 reflects the need to increase reserves with a cash floor being maintained to ensure cash reserves do not drop below average operating costs for a month.

### **B. FINANCIAL POSITION**

At the year end the trust had net current assets of £173,459.

### **C. PENSION**

The trust contributes towards the NEST pension scheme.

### **D. PRINCIPAL FUNDING SOURCES**

The trust's main income source is from Adult and Children's Social Care funded packages and placements, NHS placements and Direct Payments received from parents and carers, with £744,780 income received in 2020/21.

### **E. PRINCIPAL RISKS AND UNCERTAINTIES**

The Board of Trustees has reviewed the major risks to which the Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks.

The principal risks and uncertainties facing the Trust are as follows:

Failures in governance and/or management – the risk in this area arises from potential failure to effectively manage the Trust's finances, internal controls, compliance with regulations and legislation, statutory returns etc. The Trustees continue to review and ensure that appropriate measures are in place to mitigate these risks.

Reputational – the continuing success of the Trust is dependent on continuing to attract applicants in sufficient numbers by maintaining the highest standards. To mitigate this risk Trustees ensure that a full quality assurance framework is embedded across all areas of UET and is closely monitored and reviewed.

Safeguarding and child protection – the Trustees continue to ensure that the highest standards are maintained in the areas of selection and monitoring of staff, the operation of child and vulnerable adults' protection policies and procedures, health & safety and discipline.

Staffing – the success of the Trust's is reliant on the quality of its staff and so the Trustees monitor and review policies and procedures to ensure continued development and training of staff as well as ensuring there is clear succession planning.

Fraud and mismanagement of funds – All finance staff receive training to keep them up to date with financial practice requirements and develop their skills in this area.

The full Board of Trustees met 4 times during the period 1st September 2020 to 31st August 2021. The AGM took place on 17<sup>th</sup> March 2021 via Microsoft Teams. At each of the meetings the Trustees reviewed the charities current activity and reviewed the impact of COVID 19 on UET's strategic and financial planning and the operational activity and developments of the charity.

Standing items on the meeting agendas include the review of the UET Risk Register and written reports from the CEO, Head of Service and Head of Short Breaks, including a finance update from the Chief Finance Officer and Trustee, Tony Griffiths. Management Accounts are also reviewed monthly with Ross Brookes Accounts, the CEO and Link Trustee Tony Griffiths.

The Trustees consider any risks using a risk evaluation matrix (operational, knowledge & people, financial, compliance and reputation) which may affect the trust. It assesses the risk impact, the risk likelihood and the control procedures in place, ensuring that 'red' risks are identified and appropriate strategies for the mitigation of any risks are identified. The Board monitors the implementation of these strategies and reviews the risk register at each Board meeting.

## **F. FUNDRAISING**

UET are still part of Swindon Community Lottery, Easyfundraising and Amazon Smile for which we receive monies.

UET received no complaints about fundraising activities during 2020/21.

## **G. GOING CONCERN**

After making appropriate enquiries, the board has a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern can be found in the Accounting Policies.

# **STRUCTURE, GOVERNANCE AND MANAGEMENT**

## **GOVERNING DOCUMENT**

The charity is controlled by its governing document, a deed of trust, and constitutes a limited Company, limited by guarantee, as defined by the Companies Act 2006.

The charity is governed by its memorandum and articles incorporated 29/03/2012 as amended by special resolution(s) dated 05/07/2012.

## **RECRUITMENT, APPOINTMENT, INDUCTION AND TRAINING OF NEW TRUSTEES**

The Trust has seven Trustees who are also directors of the company. The Trustees all have a background in either SEN Education, Health and Social Care, Finance, HR, Health & Safety, Governance and Risk Management or come from a local business or charity sector background. Three of the seven Trustees are also parents of young people with Special Educational Needs. The Trustees were recruited through their connection with the Brunel SEN Multi Academy Trust and the local community or recruited externally via the volunteering network, Involve Swindon. Trustees hold an Annual Visioning Day to discuss and agree UET's strategic plan and vision for the future. Newly appointed Trustees receive one to one induction training from the Principal Trustee to understand the Trustees role and responsibilities, the needs of the Cohort and the work of the Trust.

At the Annual General Meeting held remotely via Microsoft Teams on 17<sup>th</sup> March 2021, Mr Daniel Boden and Mr Matthew Crockin-Davis retired. Following a proposal from Mrs Jackie Smith which was seconded by Mr Derek Dinsey, Mr Daniel Boden and Mr Matthew Crockin-Davis were each re-appointed for a further term. This was unanimously agreed by all Trustees.

Mr Matthew-Crorkin Davis subsequently resigned as a Trustee on the 22<sup>nd</sup> June 2021. The Board expressed their thanks to Matthew for his valued commitment and contribution to the charity during his time as a Trustee.

The Trust is very fortunate in having a strong board of Trustees who continually strive to develop and grow their knowledge. The Trust is grateful to each of the Trustees for their commitment and enthusiasm and the work they have done for the Trust throughout the year. The Trust would also like to express their gratitude to the patron of UET, Mr William Wyldbore-Smith, for supporting and promoting the work of the UET through his wider charitable work both locally and nationally.

The Trust would like to thank all staff and managers for their dedication, commitment and hard work and would also like to express thanks to all of the local, regional and national business partners who have provided volunteers, donations, grants, and raised funds for UET. The Trust relies on donations received and the generosity and enthusiasm of our formal and informal partners whose support is invaluable to the work of the charity.

### **ORGANISATIONAL STRUCTURE**

Trustees/Directors govern the charity and set the overall strategy, objectives and targets. The strategic and operational management of the trust is delegated to the CEO who line manages the Senior Management Team within UET. The CEO, Head of Service and Head of Short Breaks form the UET Senior Management Team (SMT). The SMT are responsible for strategic and operational leadership of UET and are supported by the Brunel SEN MAT Central Services Team. The Trust have a service level agreement in place and a formalised re-charge model between Brunel SEN MAT and Uplands Enterprise Trust to pay for central support services, based upon actual staff time and costs, for support services provided to the trust by Brunel SEN MAT employees.

### **ARRANGEMENTS FOR SETTING PAY AND REMUNERATION OF KEY MANAGEMENT PERSONNEL**

Key personnel's remuneration packages are agreed by trustees/ CEO through their pay policy, as appointments are made the roles are defined and assessed against the market to identify a salary range and job description. Key personnel are able to progress within their role providing performance management targets are achieved within the defined benefits of the salary grade. The performance management framework is a cyclical review completed on an annual basis. An independent review of performance is completed each year for the CEO to provide trustee's with additional assurance that targets are being achieved.

### **RELATED PARTIES**

Brunel SEN Multi Academy Trust (BSM) and its subsidiary company Brunel Education (BE) work closely with Uplands Enterprise Trust. The Trust's CEO is a Trustee/CEO of both BSM and BE with the business functions of the UET being supported by the BSM Trust's central service function, via a formal service level agreement. BSM and BE students benefit from the services provided by UET where students access the farm, holiday clubs and retail provisions on a regular basis. Chris Sims is also a Trustee on the BSM Board of Trustees.

### **RISK MANAGEMENT**

The trustees have a duty to identify and review the risks to which the trust is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The UET board of trustees has reviewed the key risks to which the trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The board of trustees categorises risks into 4 main categories; Reputation, Operational, Knowledge & People & Financial.

The board of trustees has responsibility for monitoring and evaluating the impact of risk. The board of trustees has implemented formal processes for identifying, evaluating and managing the trust's significant risks. This has been embedded in the activity of the UET board in the period 1<sup>st</sup> September 2020 to 31<sup>st</sup> August 2021 up to the date of approval of the annual report and financial statements. The risk management process is regularly reviewed by the board of trustees and with Link Trustee, Daniel Boden.

Risk management also continued to focus on the COVID 19 impact on all aspects of business and provision. The pandemic elevated financial, knowledge & people and operational risks. These risks were mitigated through the robust COVID 19 Recovery Plan and partnership working with BSM and other relevant partners.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 16.03.2022 and signed on the board's behalf by:

Ms J Smith, Principal Trustee

Date: 16.03.2022

Mr D Dinsey, Trustee

Date: 16.03.2022

**Independent Examiner's Report to the Trustees of  
Uplands Enterprise Trust**

**Independent examiner's report to the trustees of Uplands Enterprise Trust ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 August 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 your charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I can confirm that I am qualified to undertake the examination because I am a registered member of Institute of Chartered Accountants in England and Wales 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.

Caroline Webster FCA  
UHY Ross Brooke  
Chartered Accountants  
Suite 1  
Windrush Court  
Abingdon Business Park  
Abingdon  
Oxfordshire  
OX14 1SY

Date: 08/03/2022

**Uplands Enterprise Trust**

**Statement of Financial Activities**  
**(Incorporating an Income and Expenditure Account)**  
**for the Year Ended 31 August 2021**

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	3	1,873	17,280	19,153	19,044
<b>Charitable activities</b>					
Learning and Living support	5	963,617	-	963,617	783,478
Other trading activities	4	-	-	-	100
Other income	6	-	-	-	(4,812)
<b>Total</b>		965,490	17,280	982,770	797,810
<b>EXPENDITURE</b>					
Raising funds	7	-	-	-	-
<b>Charitable activities</b>	8				
All provisions		952,946	16,252	969,198	703,347
Other	11	-	-	-	277,637
<b>Total</b>		952,946	16,252	969,198	980,984
<b>NET INCOME/(EXPENDITURE)</b>		12,544	1,028	13,572	(183,174)
<b>Transfers between funds</b>	21	-	-	-	-
<b>Other recognised gains/(losses)</b>					
Actuarial gains/(losses) on defined benefit schemes		-	-	-	-
<b>Net movement in funds</b>		12,544	1,028	13,572	(183,174)
<b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		226,086	7,178	233,264	416,438
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>238,630</u>	<u>8,206</u>	<u>246,836</u>	<u>233,264</u>

The notes form part of these financial statements

**Uplands Enterprise Trust (Registered number: 08011951)**

		<b><u>Balance Sheet</u></b>	
		<b><u>31 August 2021</u></b>	
	Notes	2021 £	2020 £
<b>FIXED ASSETS</b>			
Tangible assets	16	73,377	85,826
<b>CURRENT ASSETS</b>			
Debtors	17	112,826	258,498
Cash at bank and in hand		<u>170,393</u>	<u>99,340</u>
		283,219	357,838
<b>CREDITORS</b>			
Amounts falling due within one year	18	(109,760)	(210,400)
		<u>173,459</u>	<u>147,438</u>
<b>NET CURRENT ASSETS</b>			
		246,836	233,264
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			
		<u>246,836</u>	<u>233,264</u>
<b>NET ASSETS</b>			
		<u>246,836</u>	<u>233,264</u>
<b>FUNDS</b>	21		
Unrestricted funds		238,630	226,086
Restricted funds		<u>8,206</u>	<u>7,178</u>
<b>TOTAL FUNDS</b>		<u>246,836</u>	<u>233,264</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 August 2021.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 August 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on .....  
and were signed on its behalf by:

.....  
J A Smith - Trustee

.....  
Mr D Dinsey - Trustee

The notes form part of these financial statements

**Uplands Enterprise Trust**  
**Cash Flow Statement**  
**for the Year Ended 31 August 2021**

	Notes	2021 £	2020 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	23	<u>77,163</u>	<u>(288,301)</u>
Net cash (used in)/provided by operating activities		<u>77,163</u>	<u>(288,301)</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(6,110)	(32,685)
Sale of tangible fixed assets		<u>-</u>	<u>254,812</u>
Net cash provided by/(used in) investing activities		<u>(6,110)</u>	<u>222,127</u>
<b>Cash flows from financing activities</b>			
Loan repayments in year		-	-
Pension liability transferred		<u>-</u>	<u>(147,000)</u>
Net cash used in financing activities		<u>-</u>	<u>(147,000)</u>
<b>Change in cash and cash equivalents in the reporting period</b>			
	24	71,053	(213,174)
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>99,340</u>	<u>312,514</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u><u>170,393</u></u>	<u><u>99,340</u></u>

The notes form part of these financial statements

## Uplands Enterprise Trust

### Notes to the Financial Statements for the Year Ended 31 August 2021

#### 1. STATUTORY INFORMATION

Uplands Enterprise Trust is a charitable company limited by guarantee, without share capital, incorporated in England and Wales. The registered office address and principal activities can be found in the Trustees' Report.

#### 2. ACCOUNTING POLICIES

##### **General information and basis of preparation**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Uplands Educational Trust meets the definition of a public benefit entity under FRS 102.

The accounts are presented in Sterling which is the functional currency of the Trust and rounded to the nearest pound.

##### **Going concern**

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about its ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

##### **Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

##### **Interest**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

##### **Grants**

Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet.

When entitlement occurs before income is received, the income is accrued.

##### **Donations**

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured.

##### **Agency arrangements**

The academy trust acts as an agent in distributing 16-19 bursary funds from ESFA. Payments received from ESFA and subsequent disbursements to students are excluded from the statement of financial activities as the trust does not have control over the charitable application of the funds.

##### **Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on the basis detailed below.

VAT charged to but not recoverable by the charity is included under the heading to which the expenditure relates.

##### **Allocation and apportionment of costs**

Support costs have been apportioned to the relevant activities of the charity on the basis of the percentage of staff numbers expressed as full time equivalent employees.

## Uplands Enterprise Trust

### Notes to the Financial Statements - continued for the Year Ended 31 August 2021

#### 2. ACCOUNTING POLICIES - continued

##### **Redundancy / Termination payments**

Termination benefits are measured at the best estimate of the expenditure required to settle the obligation at the reporting date. If the expected settlement date of the termination payments is 12 months or more after making the provision and the effect would be material, the present value of the obligation is calculated using an appropriate discount rate.

##### **Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Short leasehold	-	over period of lease
Plant and machinery	-	10% on straight line basis
Fixtures and fittings	-	20% - 33% straight line basis
Motor vehicles	-	33% on straight line basis
Computer equipment	-	33% on straight line basis

Assets costing £100 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment. Depreciation is charged from the month of acquisition to the month of disposal.

##### **Taxation**

The charity is exempt from corporation tax on its charitable activities.

##### **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

##### **Hire purchase and leasing commitments**

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

##### **Defined contribution scheme**

The assets of the scheme are held separately from those of the charity in an independently administered fund, NEST. The costs of the defined contribution arrangements are charged as incurred.

##### **Donated goods**

Where material, donated goods and services are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, where material, donated goods and services are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

In accordance with the Charities SORP (FRS 102), the general volunteer time is not recognised and refer to the trustees' annual report for more information about their contribution.

The charity receives donated goods for resale. Estimating the fair value of these goods is impractical because of the volume of low-value items received and the absence of detailed stock control systems and records. As such the donated goods for resale are not recognised on receipt. Instead, the value to the charity of the donated goods sold is recognised as income when sold.

##### **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.

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2021**

**2. ACCOUNTING POLICIES - continued**

**Cash at 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 recognised where the charity 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.

**Financial instruments**

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

**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

None

Critical areas of judgement

There are no critical areas of judgement.

**3. DONATIONS AND LEGACIES**

	2021	2020
	£	£
Donations	1,873	19,044
Grants	<u>17,280</u>	-
	<u>19,153</u>	<u>19,044</u>

Grants received, included in the above, are as follows:

	2021	2020
	£	£
Swindon Borough Council – Infection Control	14,030	-
Social Farms & Gardens	750	-
St James Place – Sensory	<u>2,500</u>	-
	<u>17,280</u>	<u>-</u>

**4. OTHER TRADING ACTIVITIES**

	2021	2020
	£	£
Fundraising events	-	100
	<u>-</u>	<u>100</u>

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2021**

**5. INCOME FROM CHARITABLE ACTIVITIES**

	2021	2020
	£	£
Course fees and placements	744,780	574,220
Commissioned Sessions	209,538	-
Shop income	914	79,003
Holiday/Saturday club income	3,121	26,778
Enterprise income	3,290	-
Grants and donations	1,034	103,477
Other	940	-
	<u>963,617</u>	<u>783,478</u>

Grants received, included in the above, are as follows:

	2021	2020
	£	£
Coronavirus - government support funding	-	45,000
Coronavirus - Job Retention Scheme grant	1,034	58,477
	<u>1,034</u>	<u>103,477</u>

Government Grant Income - funding is received from the above local authorities and government bodies (see note 3 also).

There were no unfulfilled conditions or other contingencies attached to these grants. The charity has not directly benefited from any other forms of government assistance.

**6. OTHER INCOME**

	2021	2020
	£	£
Service charge	<u>                    </u>	<u>(4,812)</u>

**7. RAISING FUNDS**

**Other trading activities**

	2021	2020
	£	£
Sundry	<u>                    </u>	<u>                    </u>

**8. CHARITABLE ACTIVITIES COSTS**

	Direct Costs (see note 9)	Support costs (see note 10)	Totals
	£	£	£
All provisions	<u>827,288</u>	<u>141,910</u>	<u>969,198</u>

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2021**

**9. DIRECT COSTS OF CHARITABLE ACTIVITIES**

	2021	2020
	£	£
Staff costs	639,688	487,766
Building rent	45,944	49,656
Rates and water	1,176	1,321
Insurance	1,104	359
Light and heat	15,064	9,382
Telephone	12,129	4,840
Fire and security	3,807	2,084
Repairs, renewals and cleaning	19,979	14,304
Motor and travel	14,270	4,779
Postage & stationary	6,671	-
PPE supplies	8,271	4,489
IT Support	4,401	299
Training	2,352	780
Enterprise costs	3,480	1,148
Subscriptions	1,085	-
Recruitment costs	-	65
Purchases	-	1,131
Professional fees	1,068	460
Sundry costs	412	1,397
Bad Debts	21,489	-
Waste disposal	6,339	-
Depreciation	18,559	16,095
	<u>827,288</u>	<u>600,355</u>

**10. SUPPORT COSTS**

	HR & Finance £	Governance costs £	Totals £
Living and working	<u>101,910</u>	<u>40,000</u>	<u>141,910</u>

Support costs, included in the above, are as follows:

	2021 £	2020 £
Insurance	4,638	4,115
Telephone	-	1,143
Bank charges	665	674
Business support	100,000	55,000
Sundries	-	2,089
Auditors' remuneration	-	3,167
Recruitment	3,736	6,021
Bookkeeping	28,221	12,718
Legal and professional	-	12,823
Accountancy and Independent examination	<u>4,650</u>	<u>5,242</u>
Carried forward	141,910	102,992

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2021**

**11. OTHER**

	2021	2020
	£	£
Exceptional items	<u>-</u>	<u>277,637</u>

On 1 September 2019 Horizons College was transferred to Brunel Education (company number 11991915), an exempt charitable company, controlled by Brunel SEN Multi-Academy Trust.

The following assets and liabilities were transferred out of Uplands Educational Trust and into Brunel Education on 1st September 2019:

	£
Fixed assets	254,775
Trade debtors	-
Prepayments	20,814
Accrued income	-
Cash at Bank	277,951
Trade creditors	-
Accruals	(15,370)
Deferred income	(106,559)
Other creditors	(6,974)
Pension liability	<u>(147,000)</u>
<b>Total funds</b>	<b><u>277,637</u></b>
Restricted funds	-
Unrestricted funds	<u>277,637</u>
<b>Total funds</b>	<b><u>277,637</u></b>

**12. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	2021	2020
	£	£
Auditors remuneration- under accrual in prior year	-	3,167
Depreciation- owned assets	18,559	16,095
Other operating leases	45,944	49,656
Accountancy and independent examination	4,650	5,242

**13. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 August 2021 nor for the year ended 31 August 2020.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 August 2021 nor for the year ended 31 August 2020.

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2021**

**14. STAFF COSTS**

	2021	2020
	£	£
Wages and salaries	604,372	457,412
Social security costs	29,683	26,420
Other pension costs	<u>8,633</u>	<u>3,934</u>
	<u><u>639,688</u></u>	<u><u>487,766</u></u>

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

	2021	2020
	<u>42</u>	<u>38</u>

No employees received emoluments in excess of £60,000.

**Key management personnel**

The key management personnel of the charity comprise the trustees and the senior management team. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the charity was £85,449 (2020: £57,559). The total employee benefits include costs of direct employment and costs of employee benefits recharged to the charity.

**15. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	1,881	17,163	19,044
<b>Charitable activities</b>			
All provisions	783,478	-	783,478
Other trading activities	100	-	100
Other income	<u>(4,812)</u>	<u>-</u>	<u>(4,812)</u>
<b>Total</b>	780,647	17,163	797,810
<b>EXPENDITURE ON</b>			
Raising funds	-	-	-
<b>Charitable activities</b>			
All provisions	980,984	-	980,984
	<u>          </u>	<u>          </u>	<u>          </u>
<b>Total</b>	(200,337)	17,163	(183,174)

Uplands Enterprise Trust

Notes to the Financial Statements - continued  
for the Year Ended 31 August 2021

15. **COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

	Unrestricted funds £	Restricted funds £	Total funds £
<b>NET INCOME</b>	(200,337)	17,163	(183,174)
<b>Transfers between funds</b>	<u>21,573</u>	<u>(27,153)</u>	<u>-</u>
<b>Other recognised gains/(losses)</b> Actuarial gains/(losses) on defined benefit schemes	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net movement in funds</b>	(178,764)	(4,410)	(183,174)
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>	404,850	11,558	416,438
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u><u>226,086</u></u>	<u><u>7,178</u></u>	<u><u>233,264</u></u>

16. **TANGIBLE FIXED ASSETS**

	Short leasehold £	Plant and machinery £	Fixtures and fittings £
<b>COST</b>			
At 1 September 2020	63,013	18,224	43,391
Additions	-	-	461
Disposals	<u>-</u>	<u>-</u>	<u>-</u>
At 31 August 2021	<u>63,013</u>	<u>18,224</u>	<u>43,852</u>
<b>DEPRECIATION</b>			
At 1 September 2020	23,267	9,754	18,208
Charge for year	6,163	3,622	4,864
Eliminated on disposal	<u>-</u>	<u>-</u>	<u>-</u>
At 31 August 2021	<u>29,430</u>	<u>13,376</u>	<u>23,072</u>
<b>NET BOOK VALUE</b>			
At 31 August 2021	<u><u>33,583</u></u>	<u><u>4,848</u></u>	<u><u>20,780</u></u>
At 31 August 2020	<u><u>39,746</u></u>	<u><u>8,470</u></u>	<u><u>25,183</u></u>

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2021**

**16. TANGIBLE FIXED ASSETS - continued**

	Motor vehicles £	Computer equipment £	Totals £
<b>COST</b>			
At 1 September 2020	13,039	8,507	146,174
Additions	-	5,649	6,110
Disposals	<u>-</u>	<u>-</u>	<u>-</u>
At 31 August 2021	<u>13,039</u>	<u>14,156</u>	<u>152,284</u>
<b>DEPRECIATION</b>			
At 1 September 2020	1,571	7,548	60,348
Charge for year	2,571	1,339	18,559
Eliminated on disposal	<u>-</u>	<u>-</u>	<u>-</u>
At 31 August 2021	<u>4,142</u>	<u>8,887</u>	<u>78,907</u>
<b>NET BOOK VALUE</b>			
At 31 August 2021	<u>8,897</u>	<u>5,269</u>	<u>73,377</u>
At 31 August 2020	<u>11,468</u>	<u>959</u>	<u>85,826</u>

**17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2021 £	2020 £
Trade debtors	43,815	249,697
Other debtors	5,009	1,114
Accrued income	56,095	-
Prepayments	<u>7,907</u>	<u>7,687</u>
	<u>112,826</u>	<u>258,498</u>

**18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2021 £	2020 £
Trade creditors	32,445	41,665
Social security and other taxes	7,299	9,244
Other creditors	5,046	97,881
Accruals and deferred income	<u>64,970</u>	<u>61,610</u>
	<u>109,760</u>	<u>210,400</u>

**19. LEASING AGREEMENTS**

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2021 £	2020 £
Within one year	38,502	82,172
Between one and five years	1,167	214,688
In more than five years	<u>-</u>	<u>62,759</u>
	39,669	359,619

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2021**

**20. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
Fixed assets	73,377	-	73,377	85,826
Current assets	275,013	8,206	283,219	357,838
Current liabilities	<u>(109,760)</u>	<u>-</u>	<u>(109,760)</u>	<u>(210,400)</u>
	<u>238,630</u>	<u>8,206</u>	<u>246,836</u>	<u>233,264</u>

**21. MOVEMENT IN FUNDS**

	At 1.9.20 £	Net movement in funds £	Transfers between funds £	At 31.8.21 £
<b>Unrestricted funds</b>				
General fund	<u>226,086</u>	<u>12,544</u>	<u>-</u>	<u>238,630</u>
<b>Restricted funds</b>				
Community Enterprise Centre	822	-	-	822
Farm tools	375	-	-	375
Skills for Work refit	3,056	-	-	3,056
Sensory room	2,925	-	-	2,925
Infection Control	-	-	-	-
Farm	-	-	-	-
Sensory Grant	<u>-</u>	<u>1,028</u>	<u>-</u>	<u>1,028</u>
	<u>7,178</u>	<u>1,028</u>	<u>-</u>	<u>8,206</u>
<b>TOTAL FUNDS</b>	<u>233,264</u>	<u>13,572</u>	<u>-</u>	<u>246,836</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	965,490	(952,946)	12,544
<b>Restricted funds</b>			
Sensory room	<u>17,280</u>	<u>(16,252)</u>	<u>1,028</u>
<b>TOTAL FUNDS</b>	<u>982,770</u>	<u>(969,198)</u>	<u>13,572</u>

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2021**

**21. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

	At 1.9.19 £	Net movement in funds £	Transfers between funds £	At 31.8.20 £
<b>Unrestricted funds</b>				
General fund	551,850	(200,337)	21,573	373,086
Pension reserve	<u>(147,000)</u>	-	-	<u>(147,000)</u>
	404,850	(200,337)	21,573	226,086
<b>Restricted funds</b>				
Community Enterprise Centre	822	-	-	822
Farm tools	159	-	-	375
Skill for work refit	10,391	-	(7,335)	3,056
Sensory room	<u>-</u>	<u>17,163</u>	<u>(14,238)</u>	<u>2,925</u>
	<u>11,588</u>	<u>17,163</u>	<u>(21,573)</u>	<u>7,178</u>
<b>TOTAL FUNDS</b>	<u><u>416,438</u></u>	<u><u>(183,174)</u></u>	<u><u>-</u></u>	<u><u>233,264</u></u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
<b>Unrestricted funds</b>				
General fund	780,647	(980,984)	-	(200,337)
<b>Restricted funds</b>				
Sensory room	<u>17,163</u>	<u>-</u>	<u>-</u>	<u>17,163</u>
<b>TOTAL FUNDS</b>	<u><u>797,810</u></u>	<u><u>(980,984)</u></u>	<u><u>-</u></u>	<u><u>183,174</u></u>

**22. RELATED PARTY DISCLOSURES**

The following transactions took place between the charity and Brunel SEN Multi-Academy Trust (BSM). The trustee, Mrs J Smith, is CEO and trustee of BSEN.

£40,000 was charged from BSEN to UET for time spent by Mrs J Smith on assisting the charity.

The Trustee, Mrs J Smith, has rented out a farm building for use by the UET for student education. UET pays a peppercorn rent of £1 per annum.

The son of Trustees' D and S Dinsey is employed by UET and earned £1,880 for the year.

**23. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	2021 £	2020 £
<b>Cash flows from operating activities:</b>		
Net movement in funds/net income/ (net expenditure)	13,572	(183,174)
Add back depreciation	18,559	16,095
<b>Adjustments for:</b>		
(Increase)/decrease in debtors	145,672	(13,590)
Increase/(decrease) in creditors	(100,640)	(107,632)
<b>Net cash generated from/(used in) operations</b>	77,163	(288,301)

**24. ANALYSIS OF CHANGES IN NET FUNDS**

	At 1.9.20 £	Cash flow £	At 31.8.21 £
<b>Net cash</b>			
Cash at bank	99,340	70,343	169,683
Cash in hand	-	710	710
	99,340	71,053	170,393

**UPLANDS ENTERPRISE TRUST**

England & Wales - Charity number 1148086

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# Accounts

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S K I L L S F O R E V E R

Helping young people with  
SEND to help themselves

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**ANNUAL REPORT AND FINANCIAL STATEMENTS**

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FOR THE YEAR ENDED 31 AUGUST 2020

UPLANDS ENTERPRISE TRUST  
UPLANDS SCHOOL, TADPOLE LANE, SWINDON, SN25 2NB

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## INTRODUCTION

Uplands Enterprise Trust (UET) is a Swindon based charity that **helps young people with SEND to help themselves**. UET is led by a knowledgeable board of voluntary Trustees and run by enthusiastic, skilled and creative staff. The Trust is constantly developing, expanding and changing to improve the lives of disabled young people within Swindon and the surrounding areas.

This unique charitable trust was set up in response to the need for meaningful opportunities for disabled young people once education ends. In reality most young people with SEND (Special Educational Needs and Disabilities) leaving education at 19 embarked on a life of leisure for the remainder of their adult lives. The **early retirement** option was not welcomed by the young people or their families who had worked extremely hard in partnership with their child's school to prepare them for a purposeful life contributing to their local community.

UET was created to ensure that this aspiration, to be valued by and contribute to the local community, was realised for young people with disabilities, regardless of the barriers caused by their disabilities.

### The Chairman's Welcome

My name is Derek Dinsey and I am the Chair of Trustees for Uplands Enterprise Trust. I would like to take this opportunity to welcome you and encourage you to learn about the great work of our charity.

2020 has seen an unprecedented and challenging year for the country and for our charity. With the start of the Covid-19 pandemic at the beginning of the year, our people and the charity as a whole have worked throughout an incredible difficult period to keep our service going and keep everyone safe. I have no words to describe how the team has risen to the day to day challenges this situation has thrown at them. I am so proud of the dedicated work being carried out every day by our amazing team; it continues to be a supporting and safe environment for our young people to learn and grow.

As a parent of a young adult who has had the benefit of attending Horizons College, and who is now able to contribute back into society via volunteering and part time work, I can certainly testify to the appropriate outcomes focus of the service we provide.

We at UET are rightly proud of the excellent provision we provide and all the help and support being given to help our young people to help themselves.

**Derek Dinsey**

*Chairman*



## The CEOs Welcome

### *Helping young people with SEND to help themselves.*

Welcome to Uplands Enterprise Trust (UET). I am extremely proud to be a founding trustee and CEO of UET, with the privilege of working with a wide range of people committed to making the lives of young people with SEND meaningful and rewarding.

The UET vision says it all – the trust enables young people with SEND to help themselves and shape their futures. UET gives real opportunities for disabled young people to improve skills for life and also access the world of work, either in a voluntary or paid capacity.

UET aims to provide gold standard services provided by experienced and skilled staff within community-based locations. Community and family really is at the heart of all UET does.

This commitment to families has been essential in 2019/2020 to ensure that we have worked collaboratively to keep our UET family safe and well during the COVID 19 pandemic and the transition through to COVID recovery. Due to impact of the COVID 19 pandemic UET has had to repurpose and rethink their activity in real time but also into the future.

The tenacity and determination to continue to create sustainable futures for our young people remains a key feature of all aspects of UET despite the current challenges. Although UET is a multi-faceted organisation the core values of trust, collaboration and co-production are fully embedded and ensure that every member of the UET family is valued.

UET continues to be a growing charitable organisation, committed to meeting the needs of young people with SEND and supporting their families on the journey to adulthood. To ensure we are able to diversify and expand we invest heavily in the people who work in our organisation and believe in developing people across every level of the UET family.

UET absolutely does it differently and even more importantly, does it together.

**Jackie Smith, MBE, CEO**



## The UET Story

### **The beginning the Charity shops ...**

UET was born in 2012 with a clear ambition to provide meaningful and purposeful skill based opportunities to enable these young people to gain transferable skills that should benefit the community, provide them with sound work ethics and a sense of worth and belonging. UET wanted to make a difference to their life choices and outcomes and began by creating the opportunities to help shape their future.

This ambition started with 1 small charity shop ...

The Redhouse shop opened in November 2012 just behind Uplands school, a great location for the students to access and assist in all aspects of retail and running the café. More shops followed and we now have a specialist baby and children's shop, a boutique and our flagship store in the Brunel centre in Swindon.

### **Then Horizons College ...**

The college opened in September 2013 a community-based specialist college offering educational opportunities for students over 19 years old with a wide range of special needs. The college played a major role in the UET's development, however, following the launch of the Brunel SEN Multi Academy Trust (BSM) in September 2018, Horizons began the transition to join its educational partners. This was achieved through the establishment of the BSM subsidiary company Brunel Education (BE), which enabled Horizons College to transfer to BE on 31st August 2019.

### **What about a Farm ...**

The UET farm at South Leigh offers the young people the chance to engage and interact with livestock and learn life skills in health and safety, environmental care, life processes and horticulture. Being fully inclusive, the farm enables all our young people to interact with peers and staff while taking part in practical, hands on experience regardless of their ability. Our poly-tunnel with wheelchair height planters, fully equipped workshop and selection of small mammals through to chickens, a pony and the farm dogs provide a varied and friendly environment.

### **Then UET developed even further to ensure they gave young people Skills Forever ...**

#### **Skills for Life**

Launched in 2014 at our Community Enterprise Centre in Penhill, Skills for Life offers an engaging and varied day facility. The CEC offers a wonderful catering kitchen, a garden which is also home to our rabbit Jessie, sensory room and function room for group activities. Life Skills are encouraged so shopping for catering supplies along with the cooking and cleaning up is as part of the day as using the washing machine. Relaxation with the help of sensory sessions are as popular as the up-beat discos and age appropriate craft activities.

#### **Skills for Work**

Autumn 2019 was the beginning of a new provision for UET - Skills for Work. We recognised that not everyone was ready for a work place after education and not all were suited to the Skills for Life offer and so Skills for Work was launched to provide tailored work skills. The provision offers training in electrical testing (PAT), online selling, administrating, caring,

catering, logistics, recycling, horticulture, customer service and lots more. The young people receive interview and CV support and have the opportunity to aim for volunteer, paid employment or self-employed roles.

## **Clubs**

Holiday and Saturday clubs have always been a popular feature of UET. We have revamped and relaunched the offer in September 2019 to accommodate a Saturday club for young people aged 11+ on alternate weekends.

## **UET now and the future**

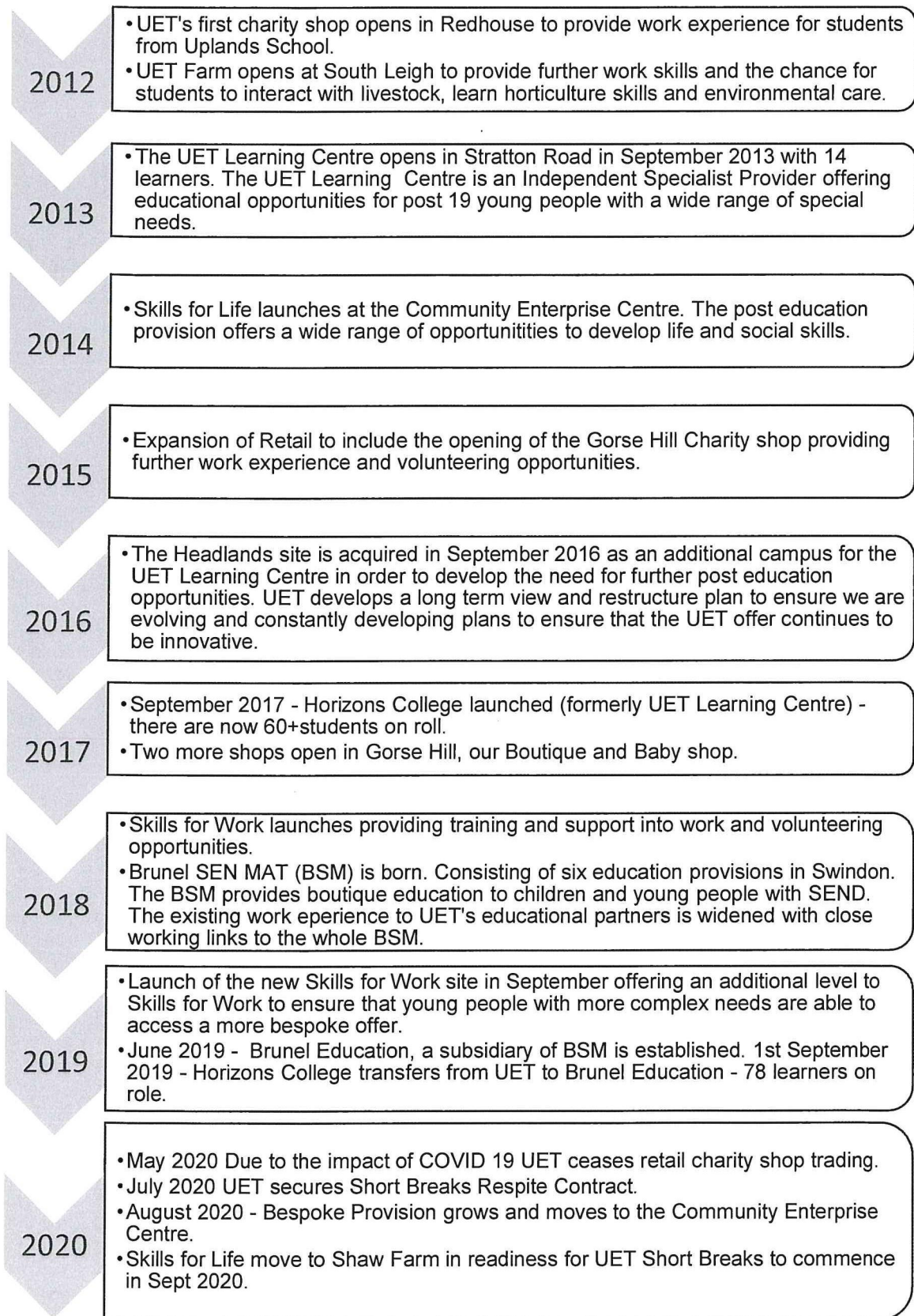
One of the strengths of the UET is to keep evolving, we listen to the young people that we work with and create new opportunities to help support them. The UET was once 'Learning, Working, Living' but due to the success and demand for placements at Horizons college the 'learning' area of the UET have now moved over to Brunel Education, a subsidiary of the Brunel SEN Multi Academy Trust to enable Horizons to sit alongside other educational focused partners. UET will continue to work closely with Horizons with the supporting and transitioning of their learners into the work place and through their college work-based placements.

In September 2019 UET was made up of six main areas of activity: Skills for Life, Skills for Work, the emerging Bespoke Skills offer, Farm, Retail and Clubs. This combination aimed to deliver a post education offer as well as work experience to our partners within the Brunel SEN MAT (BSM). The UET Skills based Offer was in high demand with a significant increase in numbers through September 2019 – February 2020.

As UET entered the second half of 2019/2020, the COVID 19 pandemic ensured that the UET offer would change significantly. The retail offer had been under pressure due to the changing charity shop landscape and the impact of COVID 19 resulted in the UET retail offer ceasing. During the next few months it became clear to UET Trustees and staff that face to face retail activity was not a viable proposition into the new academic year. Following a consultation, UET ceased all face to face retail activity from June 2020, with only an online offer continuing.

In August 2020 UET had five main areas of activity: Skills for Life, Skills for Work, Bespoke Skills, Farm, Retail and Clubs. Although 2020 saw UET remove the retail activity it also saw the implementation of a new service UET Short Breaks, a respite provision for SEND Children and their families. This new Short Breaks service was accompanied by the lease of an exciting new premises which will allow for the growth of the UET core skills offer into 2020/2021.

## The UET Timeline



# REFERENCE AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 AUGUST 2020

## Registered Company number

8011951 (England and Wales)

## Registered Charity number

1148086

## Registered office

Uplands School  
Tadpole Lane  
Swindon  
Wiltshire  
SN25 2NB

## Charity name

Uplands Enterprise Trust (previously known as Uplands Educational Trust)

## Trustees

Jackie Smith - Principal Trustee	appointed	29.03.12
Derek Dinsey – Secretary/Chair	reappointed	13.03.19
Jeff Smith	retired and reappointed	01.07.20
Anthony Griffiths	retired and reappointed	01.07.20
Susan Dinsey	retired and reappointed	01.07.20
Daniel Boden	appointed	24.07.19
Matthew Crorkin-Davis	appointed	24.07.19
Chris Sims	appointed	29.01.20

## Company Secretary

Derek Dinsey

## Clerk

Michelle Carter	appointed	06.07.16
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## Patron

William Wyldbore-Smith

## Senior Leadership Team

Jackie Smith	Chief Executive Officer (CEO)
Lisa Harding	Director of Operations (DOO)
Sarah McCombe	Chief Finance Officer (CFO)

## Independent examiner

Steven Fraser FCA  
MHA Monahans  
Statutory Auditors  
38-42 Newport Street  
Swindon  
Wiltshire  
SN1 3DR

## Solicitors

Stone King LLP  
Boundary House  
91 Charterhouse Street  
London  
EC1M 6HR

## Accountants

Ross Brooke Ltd  
16 Dorcan Business Village  
Murdock Road  
Dorcan  
Swindon  
SN3 5HY

# **TRUSTEES' REPORT**

## FOR THE YEAR ENDED 31 AUGUST 2020

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st August 2020. The Trustees have adopted the provisions of the 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) (effective January 2015).

## **OBJECTIVES AND ACTIVITIES**

### **A. OBJECTS AND AIMS**

The objects of the charity are:

1. to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by developing, managing and providing, either directly or through third parties, education and training to pupils at Uplands School in Swindon (or any successor school to it);
2. promoting for the benefit of the inhabitants of Swindon and the surrounding area the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstance or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants; and
3. to advance health and relieve disability by improving the morale, confidence, well-being, skills and abilities of those deemed vulnerable

### **B. OBJECTIVES, STRATEGIES AND ACTIVITIES**

The UET Vision & Mission

***Helping young people with SEND to help themselves***

#### **Mission Statement**

To be a unique, high quality organisation that builds self-belief and confidence to ensure young people with SEND live a rich and meaningful life.

We aim to do this through –

- Supporting Skills for Life
- Enabling Skills for Work
- Creating Skills for Ever

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Vision & Mission

Values & Principles

3 Year Growth Strategy

Key Strategic Objectives 2019/20 -2021/22

Strategic Plan 2019/20 – 2021/22

Business Strategy

Growth Strategy

Quality Assurance Strategy

UET Business Development Plan 19/20

UET Board Development Plan 19/20

UET Provision Priorities 19/20  
Skills for Work  
Skills for Life  
Farm  
Retail

UET Provision Development Plans 19/20  
(Direct Link to Key Strategic Objectives, Strategic Plan 2019 – 2022 & Internal Performance Management Targets)

## Key Strategic Objectives 2019 – 2022

UET undertook a significant re-structure where the Learning activity was moved to a subsidiary of our partner trust Brunel SEN MAT, known as Brunel Education, from 1<sup>st</sup> September 2019. The remaining activity of Working & Living, which comprises of Charity Shops, post education provision for SEND young adults, leisure clubs and a smallholding farm, combined to form the new Uplands Enterprise Trust (UET).

The first half of the academic year 2019/2020 was about consolidation and embedding of revised structures, process and policy to govern and lead UET. The second half of the year should have been focussed on growth into the next academic year and achieving the key strategic objectives (see below), but the COVID 19 pandemic significantly changed the immediate and long-term activity of UET. The UET Strategic Plan was suspended for March 20 – August 2020 to enable the organisation to remain fully focused on operational delivery.

UET played a key role in supporting families of children and young people with SEND during the pandemic in collaboration with their sister organisation BSM. UET provided holiday clubs, emergency respite and home learning packages for a range of ages and needs.

The UET Board and Senior Leadership Team's key strategic objectives for the year 2019/20 are specified below and were a feature of strategic planning September 2019 – March 2020:

➤ **Gold Standard Provisions**

A combination of post education provisions that values everyone as an individual

➤ **First Class Team**

UET is led by a voluntary board of trustees and run by enthusiastic, skilled and creative staff

➤ **Sustainable Business Model**

Maintaining our reputation, building positive relationships with the local community, businesses and charities. Being adaptable, approachable and ensuring young people are at the centre of everything we do.

The Key Strategic Objectives (KSO) are described and defined by a range of Sub Objectives (SO). Each SO is measured by a range of Key Performance Indicators (KPI). The KPIs allow us to quantifiably and qualitatively measure progress towards achieving the SOs and consider the impact of the over-arching KSO across UET.

The overall success of each Strategic Objective (SO) and associated Key Performance Indicators (KPIs) are RAG rated in July of each academic year and the impact of the KPIs outcomes measured. This RAG rated review will then inform any amendments for subsequent SO and/or KPIs for the next academic year.

The Strategic lead (accountable & responsible) is identified for each SO and associated KPIs. Progress towards each sub-objective is monitored regularly by the Strategic Lead.

The delivery of the KSO is underpinned by robust process and systems that are rigorously monitored and quality assured to ensure that outcomes can be achieved. The purpose of the UET Strategic Plan is to have a positive impact on the lives of CYP with SEND and ensure a skilled and sustainable workforce are equipped to deliver the UET vision now and in the future.

Key Strategic Objective Overview 2019/20 – 2021/22

<b>KSO 1</b> <b>Gold Standard Provisions</b>	SO 1.1 – Each Young Person has a clear outcome lead plan	SO 1.2 – Standards are not impacted by growth	SO 1.3 – Safeguarding and wellbeing is paramount
	SO 1.4 Skills for Life provides exceptionally high-quality care & social development provision through an engaging, person-centred approach	SO 1.5 Skills for Work is providing an effective route to work with sustainable outcomes	SO 1.6 The Bespoke offer is providing meaningful & relevant work opportunities through sustainable enterprise projects

<b>KSO 2</b> <b>First Class Team</b>	SO 2.1 – To have the best staff & Trustees	SO 2.2 – To develop a skilled & knowledgeable professional team
	SO 2.3 – To recognise & value employee enthusiasm & commitment	

<b>KSO 3</b> <b>Sustainable Business Model</b>	SO 3.1 – To have a robust growth strategy	SO 3.2 – Creative & appropriate environments
	SO 3.3 - To effectively & efficiently deliver on all aspects of business management to ensure sustainable Financial health	SO 3.4 -To ensure Governance is challenging & supportive

## Key Principles during COVID 19 (March 2020 – August 2020)

- Understand national government guidance in the context of SEND and respond accordingly
- Ensure the safety and wellbeing of our CYP and staff
- Ensure every CYP stays connected with UET, accesses support and has their own personalised re-integration plan
- Keep families and parents/carers regularly informed
- Maintain the confidence and support of parents/carers, trustees and external agencies
- Agree thresholds of PPE equipment, Safeguarding and Health and Safety measures
- Ensure that solutions are sustainable both in terms of safety and financial viability

This short-term revised mission and key principles aimed to help us navigate the pathway through recovery to post pandemic education within our UET community.

UET operated within Phase 1 from March 2020, moving towards Phase 2 by 1<sup>st</sup> June 2020 and then to Phase 3 as we enter the new academic year. The transition to the final Phase post pandemic is not yet known but for the purposes of BSM recovery planning we are assuming not before 2021.

## Overview of UET COVID 19 Recovery Plan

The UET recovery plan is a dynamic document that drives and supports detailed action plans for each phase, individual and site risk assessments, and reintegration plans that are regularly reviewed with clearly defined milestones.

### **The Starting Point – Navigating the National & Local Landscape**

There were many barriers and unknown consequences when increasing CYP numbers and we therefore made some reasonable assumptions about the future planning for recovery to make this is slightly less complex, because whilst many unknown-unknowns remained, some things were known to be very likely if not actually known. These are listed below, and informed our proactive approach:

- From 1<sup>st</sup> June 2020 school/college provision needed to expand to meet welfare, educational and economic exigencies, UET provision mirrored this timeframe.
- From 1<sup>st</sup> September 2020 school/college provision should see the full return of all students, again UET mirrored this expectation.
- As other countries have done, this will be through phased expansion milestones, staged into the future where the future is described as sustaining with COVID 19 and then post pandemic.
- It will be intended that these milestones are implemented contextually at a per-school/college/provision/service level, through confident evidence-based local planning, but with common future end goals.
- The Government school/college expansion plan are reflective of the following 5 criteria:
  - Making sure the NHS can cope
  - A 'sustained and consistent' fall in the daily death rate
  - Rate of infection decreasing to 'manageable levels'
  - Ensuring supply of tests and PPE can meet future demand
  - Being confident any adjustments would not risk a second peak

- Because there is no imminent instant resolution to COVID 19 within the next 12 months (i.e. the idealised simplicity of a mass vaccine), expansion milestones were anticipated to be gradual (phased) and dictated by the principles of effective infection control.
- By setting down how we might attempt to manage different scenarios of increasing CYP numbers, we can isolate the main constraints and help inform local decision makers of our perceptions regarding which models might be made to work.

## The Phases of Recovery

The critical elements in supporting recovery planning was the introduction of a managed and considered approach to the different phases. In essence, determining what needed to be achieved in each phase and how we mitigate the risks while balancing the complex needs of our CYP and their families.

The framework for the Recovery Plan is described in four phases.

**Phase 1:** Current situation (Onset to 1<sup>st</sup> June 2020)

**Phase 2:** Gradual managed expansion of provision (From 1<sup>st</sup> June 2020)

**Phase 3:** Full Offer for all CYP within COVID 19 restrictions

**Phase 4:** Post Pandemic Conditions (undetermined)

## Moving through the Phases

UET recognised that a number of emerging issues would need to be addressed through the use of the Recovery Plan as we moved to Phase 2 (gradually increased attendance) and then Phase 3 (Full Offer for all CYP within COVID 19 guidance) with a series of key considerations that will lead to decisions/actions that could apply equally in all provisions. Operational management must inform strategic decision making as we move into Phase 2. The rigorous interrogation and interpretation of local daily intel will ensure our decision making at all levels is well-founded and impact risks mitigated. We will not be able to move to Phase 4 until we are post pandemic. This change of state relies on several major factors that UET does not control.

From operational experience and the changing national landscape for SEND, the following complex emerging issues and impacts will be considered as we move from Phase 2 to 3:

- **Safeguarding and Well-being** will be a feature of any activity, discussion or decision.
- **Staff full return to work** with all staff back in their provision by end of June 2020
- **Parental/Carer Engagement and Support** – Effective communication is vital.
- **Safe Premises** – Health and Safety is a key area of support for all UET activity. This includes COVID 19 infection control. All sites have specialist site-specific Risk Assessments (RA).
- **Safe People** – Consideration is continually being given to our community's safety and this needs to be supported by a supply of PPE and constant review/interpretation of national and local guidance. A reliable supply of PPE will be vital as we move from Phase 2 to 3.
- **Virtual communication platforms** are a vital tool in our COVID 19 recovery planning and has been embedded across UET. These virtual platforms will continue to be a feature of our communication policy and virtual communication explored and improved.
- **Relevant and Effective Governance** that must be fit for purpose and uncomplicated, so it is able to interrogate and challenge decision-making quickly and effectively.
- **Economic viability** – We must focus on what matters and ensure that the business function is able to support UET to ensure Value for Money and financial stability.

## C. PUBLIC BENEFIT

The trustees have paid due regard to the Charity Commission's guidance on public benefit in deciding what activities the charity should undertake. The trustees consider that they have acted in the public benefit.

## ACHIEVEMENTS AND PERFORMANCE

### A. OVERVIEW OF ACTIVITY

Uplands Enterprise Trust (UET) is for the benefit of children and young people with complex learning needs within Swindon and the surrounding areas. The Trust supports young people who have severe or profound multiple learning difficulties, autistic spectrum disorders and young people with additional needs such as sensory impairment or physical disability.

The aim of UET is to enable young people, regardless of their special educational needs, to shape their own future and contribute to their community; breaking down barriers towards disabled young people through meaningful community inclusion. UET supports young people with special educational needs and their families on the journey to adult life, promoting the core learning and life values of Independence and Interdependence.

UET started the academic year in September 2019 working across several sites in Swindon; including the Community Enterprise Centre (CEC), 5 Charity shops and South Leigh Farm Provision, offering opportunities for young people with special educational needs to develop skills within specialist work related learning environments. The UET also provides a variety of leisure opportunities, including Saturday clubs, holiday clubs, evening and social clubs.

UET and BSM continue to have a close collaborative partnership with a shared CEO coupled with access to the expertise of the BSM Central Services Team. The impact of the decoupling from Horizons College was softened by this supportive partnership with BSM. This partnership was also able to provide invaluable leadership and management support during the "churn" in UET senior management in the latter part of 19/20.

As we entered the unprecedented COVID 19 pandemic in March 2020 the UET activity and focus significantly changed. The most significant change was to the UET retail sector, where the final outcome was ceasing all trading and to repurpose the charity shops. Another significant change of direction as a result of the wider impact COVID 19 for external SEND services, was UETs acquisition of the Short Breaks respite service for children with SEND.

## Covid-19 Timeline: March – August 2020

<b>March</b>	<ul style="list-style-type: none"> <li>• 24<sup>th</sup> all shops ceased trading/sites closed</li> <li>• Retail team all furloughed</li> <li>• 24<sup>th</sup> online courses - plan for all furloughed staff launched</li> <li>• 25<sup>th</sup>, 26<sup>th</sup> and 27<sup>th</sup> all team on holiday to allow time to agree a plan</li> <li>• 30<sup>th</sup> calls to parents/carers to offer support and update on remote offer</li> <li>• SFW online portal launched/lunchtime Skype calls added on 1<sup>st</sup> April</li> <li>• W/C 30<sup>th</sup> four of the UET team support at Chalet School Monday -Friday</li> </ul>
<b>April</b>	<ul style="list-style-type: none"> <li>• From Monday 6<sup>th</sup> to Friday 17<sup>th</sup>, UET support BSM with Easter holiday cover at CEC for dependants of keyworkers</li> <li>• 16<sup>th</sup> retail &amp; hospitality grants applied and accepted (£45,000 received)</li> <li>• 22<sup>nd</sup> staff welfare questionnaire online</li> <li>• 23<sup>rd</sup> retail consultation planning</li> <li>• Remote offer and support continues by UET staff for young people</li> </ul>
<b>May</b>	<ul style="list-style-type: none"> <li>• Retail consultation starts on the 1<sup>st</sup> – letters sent out to retail team</li> <li>• 6<sup>th</sup> first HMRC furlough payment received for March &amp; April</li> <li>• 8<sup>th</sup> VE day cover at CEC for BSM dependants of keyworkers</li> <li>• 11<sup>th</sup> first retail consultation meetings</li> <li>• 18<sup>th</sup> final Retail consultation meetings</li> <li>• 20<sup>th</sup> Interviews for new roles for re-purposed Retail sites</li> <li>• 22<sup>nd</sup> Retail Redundancies announced</li> <li>• 25<sup>th</sup> Half-term cover for BSM dependants of keyworkers</li> </ul>
<b>June</b>	<p><b>W/C 1<sup>st</sup> June</b></p> <ul style="list-style-type: none"> <li>• Skills for Work young people return Tuesday &amp; Thursday – based at CEC</li> <li>• Online sales website created – stock being loaded for launch on 1<sup>st</sup> July</li> <li>• Farm prep starts, Mon, Wed, Fri – BSM offered access on appointment</li> </ul> <p><b>W/C 8<sup>th</sup> June</b></p> <ul style="list-style-type: none"> <li>• Skills for Work young people return Tuesday &amp; Thursday – based at CEC</li> <li>• Red House sale stock preparation</li> <li>• All Gorse Hill sites remain closed</li> </ul> <p><b>W/C 15<sup>th</sup> June</b></p> <ul style="list-style-type: none"> <li>• Remaining Skills for Work young people return</li> <li>• Farm – fully open to BSM</li> <li>• Red House clearance sale Tuesday 16<sup>th</sup></li> <li>• CEC reopens</li> </ul> <p><b>W/C 22<sup>nd</sup> June</b></p> <ul style="list-style-type: none"> <li>• Bespoke young people reintegration plan confirmed</li> </ul> <p><b>W/C 29<sup>th</sup> June</b></p> <ul style="list-style-type: none"> <li>• Skills for Life young people return</li> <li>• Bespoke young people continue to return</li> <li>• Continue to support BSM children requiring additional support while schools remain on a part-time offer.</li> </ul>
<b>July</b>	<ul style="list-style-type: none"> <li>• All UET staff in full-time</li> <li>• UET Short Breaks tender submitted and successful</li> <li>• Planning commences for Skills for Life move to the Shaw Farm Short Breaks accommodation</li> <li>• Bespoke commences planning for move to CEC and expansion into a larger premises</li> </ul>

<b>August</b>	<ul style="list-style-type: none"> <li>• UET Short Breaks Offer in place at Shaw Farm to provide respite for SEND children across Swindon</li> </ul>
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This changing UET profile is illustrated in the provision summaries below.

## Retail

### September 2019 – March 2020

UET retail continues to mirror the reduced footfall and spend challenges facing all retailers over the last year or more. With the closure of many sites in the town centre including corporate and charity shops the vacant sites are increasing to contribute to the lack of appeal to shop in the town centre. Cricklade Road in Gorse Hill was previously, an appealing offer of independent shops in a thriving local community. By September 2019 there were twelve empty shops available to rent in Cricklade Road. These external factors continued to reduce our footfall considerably which impacted on average spend.

Donations from the public have continued to both decreased in quantity and quality with more customers choosing to sell the items themselves via social media sites. Our central warehouse above the Brunel shop continues to function well with donations being delivered and sorted stock being redistributed to the shops each day. Quantity of refuse has been a challenge but managed with the assistance and support of the Brunel Centre management.

Redhouse and Gorsehill Boutique experienced significant reduction in sales but were still being commissioned by the BSM schools to provide a work-based learning experience. This additional income from BSM reduced the deficit position for these two shops. The Redhouse shop is utilised by Uplands School very well as it is within walking distance and the timetable is always fully booked from Monday to Friday with classes. The workbooks ensure a selection of tasks are offered and everyone is given the opportunity to try something new as well as building on skills gained. Gorsehill Boutique is also well utilised by Horizons College learners.

Gorsehill main had already began being re-purposed to provide an appropriate learning base for the UET Skills for Work placements. This was formally launched as the new Skills for Work site in December 2019 and no longer traded as a charity shop.

Similarly, Gorsehill was also repurposed as a bespoke learning site for Churchward School from September 2019 and as a result did not trade as a charity shop in 2019/2020.

The Brunel charity shop based in Swindon town centre was the only charity shop out of five that provided a sales revenue that covered expenditure. The Brunel shop was not suitable for school or UET placements and was managed as a commercial retail site. As UETs only viable retail site it was staffed by experienced retail staff and traded from 9am to 5pm Monday to Saturday.

### March 2020 – August 2020

The onset of the COVID 19 pandemic and the impact on non-essential retail resulted in all the UET retail activity closing on 24<sup>th</sup> March 2020. This closure resulted in six retail staff redundancies (see COVID 19 timeline above). All staff affected by redundancy were on part-time contracts which varied between 10 and 25 hours per week.

The following summarises the closure or repurposing of the charity shops as UET emerged from the initial March lockdown and retail trading restrictions. Please also refer to the COVID 19 Timeline (above) for details of the retail closure consultation.

- Brunel Town Centre Charity Shop, closed on 24<sup>th</sup> March 2020 due to COVID 19 retail restrictions, and never reopened with keys handed back to landlord on 29<sup>th</sup> May 2020.
- Redhouse Charity Shop closed on 24<sup>th</sup> March 2020 due to COVID 19 retail restrictions and was repurposed by our Bespoke provision as an alternative site for young people to undertake enterprise preparation activities.
- Gorse Hill Baby Charity Shop, closed on 24<sup>th</sup> March 2020 due to COVID 19 retail restrictions and was repurposed as an alternative site for young people to develop their Enterprise Skills.
- Gorse Hill Boutique Charity Shop closed on 24<sup>th</sup> March 2019 due to COVID 19 retail restrictions. This site was then repurposed and used as base for Online shop. From 1<sup>st</sup> July 2020 to 31<sup>st</sup> August 2020 young people developed their retail skills (photography, costs, customer service) and prepared for the launch of the Online shop. The Online Shop is due to be launched on 19<sup>th</sup> Oct 2020.

## Skills for Work

**Prior to March 20 (PRE-COVID)**, Skills for Work had fourteen YP accessing the provision. The Skills for Work development plan was newly introduced within the provision, with a clear aim of development for 19/20.

ISP's were introduced to all parents and carers, with clear goals set for each individual young person at Skills for Work, focusing on four key areas:

- Welfare & Social
- Choice & Communication
- Independence
- Professional Conduct

### YP Access per week

Monday	Tuesday	Wednesday	Thursday	Friday
5YP	7YP	8YP	10YP	4YP

**March 20**, Skills for Work had 100% young people shielding, due to approx. 20% receiving a shielding letter due to being clinically vulnerable. Therefore, we adopted a full remote learning offer for all our YP within Skills for Work, whilst keeping the provision open to provide an offer if parents/carers were in crisis. Skills and Short Breaks Provision Manager (former Farm Lead) took lead on providing the remote learning offer inclusive of weekly welfare calls, forum usage and workbook contribution via the forum.

**June/ July 20**, Skills for Work young people began to return in phases, with 70% accessing the provision.

COVID has significantly impacted Skills for Work, not in just attendance but the offer/provision. Retail shops were closed and repurposed within UET, therefore retail skills / opportunities were no longer offered within Skills for Work, but instead we focused our offer at Skills for Work:

- Online Site
- Farm (Horticulture, Animal Care and Enterprise Production).
- Redhouse Café

### South Leigh Farm Provision

**Prior to March 20**, the Farm was regularly accessed by Brunel SEN Mat including the following schools, Churchward, Uplands, Horizons College and Chalet, totalling to 27 sessions delivered per week by UET Farm staff. These sessions were split across our three key areas for lesson plan delivery:

- Horticulture
- Animal Care
- Workshop

Please see Farm timetable below (19/20)

Monday	A.M	P.M
Horticulture	Uplands	
Animal care	Uplands	Churchward
Workshop		
Tuesday	A.M	P.M
Horticulture		
Animal Care	Churchward	Chalet
Workshop	Churchward	Churchward
Work Experience	Horizons	
Wednesday	A.M	P.M
Horticulture	Horizons *	Horizons – Avon alt weeks
Animal care	Uplands*	
Workshop	Horizons	Horizons – no lesson plan
Thursday	A.M	P.M
Horticulture	Horizons	Uplands
Animal Care	Horizons	Uplands
Workshop	Uplands	Churchward
Friday	A.M	P.M
Horticulture		Uplands
Animal care		Uplands
Workshop	Churchward	
Work Experience	Horizons	

**March 20**, the Farm was closed due to limited access by BSM and UET. The Farm support staff were furloughed during the period, **March – Later part July**.

**June 20 / July**, Farm Lead (former Bespoke Support staff) began revising and developing the Farm offer and provision, with the help of Skills for Work young people. The Market Garden / Polytunnel was prepped and full of produce for the upcoming year and sessions outlined within the Horticulture lessons plans, with the goal to provide a seasonal experience in the UET Garden, seeing the process right through from growing, tasting, and making produce.

## Bespoke

**Prior to March 20 (PRE-COVID)**, Bespoke had 6 YP accessing the provision. The Bespoke development plan was newly introduced within the provision, with a clear aim of development for 19/20.

ISP's were introduced to all parents and carers, with clear goals set for each individual young person at Bespoke, focusing on four key areas:

- Welfare & Social
- Choice & Communication
- Independence
- Professional Conduct

### YP Access per week

Monday	Tuesday	Wednesday	Thursday	Friday
6YP	3YP	5YP	2YP	5YP

**March 20**, Bespoke had 99% young people shielding, due to approx. 66% of YP were in residential settings, who decided it would be safer to isolate within their homes. Bespoke Manager and Bespoke Lead provided face to face support throughout lockdown to one individual within Bespoke due to the family and individual being in crisis. Therefore, we adopted a welfare offer for all our YP within Bespoke, whilst keeping the provision open to provide an offer if parents/carers were in crisis. Bespoke Manager (former Skills for Work Manager) took lead on providing the welfare offer (weekly welfare calls).

**June/July 20**, Bespoke people began to return in phases, with 33% accessing the provision.

COVID has significantly impacted Bespoke, not in just attendance but the offer/provision. Retail shops were closed and repurposed within UET; therefore, logistics opportunities were no longer offered within Bespoke, alongside limited access to the community. Instead, we focused our offer at Bespoke during this period:

- Enterprise Production
- Farm (Horticulture, Animal Care and Enterprise Production).
- Setting up the Café

We utilised the staff that were not supporting Bespoke YP to support during our one-off holiday club offer to the families that were in crisis needing a Short Break, due to the closure of Hop, Skip and Jump.

## Skills for Life

**Prior to March 20 (PRE-COVID)**, Skills for Life had twenty-two young people (YP) accessing the provision. The Skills for Life development plan was newly introduced within the provision, with a clear aim of development for 19/20.

Individual Skills Plans (ISP's) were introduced to all parents and carers, with clear goals set for each individual young person at Skills for Life, focusing on four key areas:

- Welfare
- Choice & Communication
- Independence
- Encouraging interest

**YP Access per week**

Monday	Tuesday	Wednesday	Thursday	Friday
11YP	9YP	12YP	11YP	9YP

COVID 19 has significantly impacted Skills for Life, not in just attendance but the offer/provision. We operated a strict 'bubble system', with both staff and young people within Skills for Life, splitting the YP into smaller groups whilst support staff remained the same supporting their identified group during this period. Alongside, our daily activities had an impact due to many factors having to be taken into consideration, social distancing, disinfection in-between sessions/groups (for example, pamper sessions were limited, the team no longer used nail varnish, foot spas nor moisturisers).

Infection control was one of the keys focuses with Skills for Life, and the staff that was not supporting the YP were carrying out tasks to ensure that infection control measures were mitigated against risk, ensuring that all YP were safe.

**March 20**, Skills for Life had 99% of young people shielding, due to approx. 50% receiving a shielding letter due to being clinically vulnerable. Therefore, we adopted a remote welfare offer for all YP within Skills for Life, whilst keeping the provision open to provide an offer if parents/carers were in crisis. Hayley Tinkler (who has now left the organisation) took lead on providing the remote welfare offer (Weekly Phone Calls).

**June / July 20**, Skills for Life young people began to return in phases, with 45% accessing the provision.

We utilised the staff that were not supporting Skills for Life YP to support during our one-off holiday club offer to the families that were in crisis needing a Short Break, due to the closure of Hop, Skip and Jump.

## B. DELIVERY

### Effective leadership

For UET to continue to be a unique organisation, providing meaningful opportunities for young people with SEND and deliver our key strategic objectives, we recognise that we have to:

- 1) Have a forward-thinking effective leadership team, driven by a focused trustee board and an adaptable team that have a passion for the work of the trust. Develop an efficient SMT and admin support team to enable the provisions to deliver with the tools, information and knowledge they require.
- 2) Continuously quality control the UET offer by quality assurance and stakeholder feedback.
- 3) Ensure that our growth is clear, planned and agreed whilst maintaining the quality offer of the UET.

UET is led by a knowledgeable board of voluntary Trustees and run by enthusiastic, skilled and creative staff, and is a registered charity which operates for its charitable purposes for the public benefit. The Trustees report to the Charity Commission each year on how it has carried out its charitable purpose for the public benefit in line with the Charity Commission's public benefit guidance where relevant. UET Trustees ensure that they are aware of the guidance and take it into account when making decisions to which the guidance is relevant. All Trustees uphold the **Nolan Principles of Public Life**.

The UET Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, have overall responsibility and ultimate decision-making authority for all the work of UET in line with Charity Commission guidelines. The Trustees adopt the provisions of the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities when preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective January 2015).

The UET board is made of individuals who are appointed because of the skills that they bring to the governance of UET. The Trustees have a range of skills and qualities, and a variety of professional and personal experience. Skills Audits are carried out annually to ensure that UET has a diverse board where Trustees have different experiences and perspectives which ensures that the board makes well-rounded decisions. Any gaps in the overall skills identified from the Skills Audit informs the recruitment requirements of the board to continually ensure that the board has the expertise to:

- exercise overall control of UET's current business operations
- manage the charity's resources responsibly
- set the strategy and oversee its implementation
- ensure that the needs of the UET's beneficiaries are put first
- keep the charity true to its purpose

The fundamental principles and rules of governance are determined within:

- The Articles of Association
- Associated guidance documents, policies and job descriptions
- Compliance with the regulations laid out in the Charities SORP
- The Charity Commission's public benefit guidance

The UET Board aims to manage by exception and invest in areas of risk. It oversees operational standards, compliance, financial probity and safeguarding. It is responsible for overseeing the work of the Chief Executive Officer (CEO) and all staff in delivering UET's vision, in line with this strategic plan.

Link Trustees work closely with staff in each of the UET Provision areas providing support and challenge to ensure that UET's provisions are safe, secure, are of high-quality and ensure the best outcomes for all young people. The UET Board ensure effective engagement with parents and carers, community and stakeholders through local knowledge. They oversee the implementation of the UET Provision Development Plans, ensuring alignment with UET's vision and strategic plan.

UET is led by the Chief Executive Officer (CEO) who leads the UET Senior Management Team (SMT) consisting of the Operations Director and Business Manager.

### Quality Assurance

UET recognises that external audits provide a valuable opportunity to view systems and processes through the eyes of experts in their field.

Safeguarding is supported through an annual review with the safeguarding team (including the linked trustee) to ensure all understanding and process follows legislation and all team training including the induction, is up to date. The external Safeguarding consultant also holds an annual staff training every March for the UET team.

GDPR external audit is carried out annually and SMT carry out random GDPR audits throughout the year on team devices. H&S audits are carried out monthly in-house and annually externally. Finance month end reviews and checks are carried out by a Chartered Accountant and final year end accounts are fully audited externally.

### Clear and Sustainable Growth Planning

The UET recognises its unique role in providing post education support to the young people it works with. With increasing demand for the services, it is essential that we ensure that expansion does not compromise the quality of the UET offer and to keep the young people at the centre of everything that we do.

Whilst growth is inevitable, as unlike education we do not have a fixed term attendance, we recognise that we need to ensure that any expansion is within the original vision of the organisation, accommodating our original team of young people on their path through adulthood whilst welcoming new young people to a focused and supportive environment.

## PLANS FOR FUTURE PERIODS

### A. STRATEGIC DEVELOPMENT 2019/20 – 2021/2022

Uplands Enterprise Trust is a developing and growing charitable trust for children and young people (CYP) with Special Educational Needs or Disabilities (SEND) focused on developing skills and supporting families. The key objective is to provide quality opportunities for CYP with SEND to helping them to help themselves. UET's detailed 3-year Strategic Plan will be measured by three Key Strategic Objectives (KSO) and their associated annual Key Performance Indicators (KPIs) described below, and there is an expectation that there will be other developments as the charitable trust continues to grow.

One of the strengths of the UET is to keep evolving, we listen to the young people that we work with and create new opportunities to help support them. Following the transfer of Horizons College to Brunel Education (BE), the partnership working between BE, BSM and UET will be further developed to provide a continuity and constituency of offer for our families through to 25 years and beyond.

The relationship between strategic planning and operational delivery was key in the second part of 19/20 as UET navigated the COVID 19 landscape. Operational activity drove strategic planning in this unprecedented period. The KSO below remain largely relevant into the new academic year but the KPIs will be reviewed for completion and relevance.

#### Key Strategic Objective 1 – Gold Standard Provisions

Creating and maintaining gold standard levels of service and delivery across all provisions within the UET. Ensuring the young people who access receive the very best experience.

<b>SO 1.1 Each Young Person (YP) has a clear outcome plan</b>			
<b>KPIs - 2019/2020</b>		<b>KPIs - 2020/2021</b>	<b>KPIs - 2021/2022</b>
Consult and create a format to for Individual Skill plans (ISP) and then implement across all provisions.	LH	YP Targets are aspirational with 60% of ISP targets being achieved.	Further embed the ISPs to ensure consistent quality and delivery of 75% of ISP targets achieved.
All staff are involved and trained to launch the ISP.	LH	All staff are fully trained to develop SMART targets within the ISP	Embed the ISP process to ensure that all staff are confidently delivering on the target of 75% achieved.
Create a YP Skills Audit and engage the YP, parents and carers in the process & launch	LH	YP, parents, carers and professionals to attend reviews to monitor the progress of the ISP twice a year. Annual YP Skills Audit	YP skills have significantly increased.

<b>SO 1.2 Standards are not impacted by growth</b>			
<b>KPIs - 2019/2020</b>		<b>KPIs - 2020/2021</b>	<b>KPIs - 2021/2022</b>
Maximum capacity at each provision determined to ensure high quality delivery & outcomes	LH	Ensure that maximum capacity levels are not breached	Review the capacity at each site in line with the 5 Year Strategic Growth Plan.  Ensure that all new sites follow reviewed capacity limits.
Establish staffing ratios for safe and appropriate support for all provisions.	LH	Maintain staffing ratios and review with each intake or movement of YP	Review of staffing ratios completed in year 3 to reflect potential changing YP cohorts and expansion.
Premises(settings) Audit of baseline standards for all provisions to maintain high quality offer.	BM	Existing premises/sites retain current quality i.e. Growth (expansion plans) through new sites/settings does not reduce resource at current sites.	Review of all premises in year 3 to monitor quality.

<b>SO 1.3 Safeguarding and wellbeing is paramount</b>			
<b>KPIs - 2019/2020</b>		<b>KPIs - 2020/2021</b>	<b>KPIs - 2021/2022</b>
Create a UET wide safeguarding team with DSLs and DDSLs identified and clearly communicate across all provisions.	LH	Ensure that the Safeguarding team has completed 100% of statutory training	Develop the safeguarding team to ensure that 80% have taken above statutory training
All staff have safeguarding training as part of their induction	NS	Safeguarding training is completed at UET team meeting three times a year	External safeguarding training completed once a year for all staff & trustees.
Designated safeguarding trustee appointed	LH	Designated safeguarding trustee to complete DDSL level training	80% of Trustee board to complete safeguarding training
The external safeguarding audit are complete and compliant	LH	The external safeguarding audits report that there are no concerns	The external safeguarding audits report that there are no concerns or recommendations to action.

**SO 1.4 Skills for Life provides an exceptionally high-quality care & social development provision through an engaging, person-centred approach**

KPIs - 2019/2020		KPIs - 2020/2021	KPIs - 2021/2022
Create an annual feedback questionnaire for YP, parent and carers to include all aspects of the provision with 80% completion rate and above 70% satisfaction rate.	HT	To review the questionnaire and receive 85% completion rate and 75% satisfaction rate.	To review the questionnaire and receive 90% completion rate and 80% satisfaction rate.
Review and adapt the timetable to ensure it is focused on the change of YP accessing the provision – mainly PMLD	HT	Develop the timetable to work in line with the ISP delivery	Audit timetable with external consultant
Active participation in the Co-production and implementation of UET ISP for YP.	HT	Embed ISPs in Skills for Life and ensure all targets set are SMART.	YP skills have significantly increased.

**SO 1.5 Skills for Work is providing an effective route to work with sustainable outcomes**

KPIs - 2019/2020		KPIs - 2020/2021	KPIs - 2021/2022
Active participation in the Co-production and implementation of UET ISP for YP to identify pathways to training	JP	Embed ISPs in Skills for Work and ensure all targets set are SMART.	25% of YP have achieved employed, self-employed or an external volunteer role.
Establish relationships with corporate partners within Swindon with the view of sponsorship.	LH	Launch the sponsorship project	Sponsorship project established with 10% of placements accessing.
Review and adapt the timetable to ensure it is focused on the change of YP accessing the provision.	JP	Develop the timetable to work in line with the ISP delivery	Audit timetable with external consultant

Active participation in the Co-production and implementation of UET ISP for YP.	JP	Embed ISPs in Skills for Work and ensure all targets set are SMART.	YP skills have significantly increased.
<b>SO 1.6 The bespoke offer is providing meaningful &amp; relevant work opportunities through sustainable enterprise projects</b>			
<b>KPIs - 2019/2020</b>		<b>KPIs - 2020/2021</b>	<b>KPIs - 2021/2022</b>
Create a clear plan, identify the YP who would benefit that are able to be supported whilst the offer is in a temporary location.	LH	Officially launch the offer with the move to Bagbury and establish management and lead team.	Locate a further site for horticulture focused work
Create a timetable of varied enterprise projects that enables 100% of YP to contribute to.	JP	Establish the pickling project as a branded item for external sales.	Launch a shop at Bagbury to retail stock created through enterprise.
Active participation in the Co-production and implementation of UET ISP for YP.	JP	Embed ISPs in Bespoke and ensure all targets set are SMART.	YP skills have significantly increased.

## Key Strategic Objective 2 – First Class Team

Developing the best staff so that each individual can be the best they can be is paramount. We encourage colleagues to be creative, adventurous and to have a long term career plan.

Our induction procedures are carefully constructed to ensure the best start for new staff, whatever their position and experience. From support staff through to provision managers and leaders, we seek to develop staff by encouraging them to continue learning, undertake training and multi-skilling them across two or more UET provisions.

<b>SO 2.1 To have the best staff &amp; Trustees</b>			
<b>KPIs for 2019/2020</b>		<b>KPIs for 2020/2021</b>	<b>KPIs for 2021/2022</b>
Reviewed and evaluated job descriptions and person specifications to ensure they are relevant to the roles	LH DW	All of the team are clear about their roles, understand the expectations from the job descriptions and identify a career path if required.  Team succession plan created and updated	UET internal progression embedded in UET HR practice.  70% of lead & management roles are recruited from within the UET

		through six monthly reviews.	
Review pay and create a pay-scale to enable staff to work through increments linked to performance	JS LH	85% of staff move up a pay increment following securing a positive PM	90% of staff move up a pay increment following a positive PM
Create a UET culture of rewarding those whose performance is above and beyond.  Acknowledge one off and exceptional performance through token awards at monthly team meetings	LH	Re-launch the retail Bingo incentive for sales bonuses.  Establish a voting system for employee of the month	Source external donated awards for employee of the month and year
Complete a Trustee Skill audit and highlight possible skills gaps	MC	Actively recruit new trustees to fill skill gaps to ensure all areas of the business can be represented	Retain skilled board and ensure training is updated

<b>SO 2.2 To develop a skilled &amp; knowledgeable professional team</b>			
<b>KPIs for 2019/2020</b>		<b>KPIs for 2020/2021</b>	<b>KPIs for 2021/2022</b>
100% of new starters complete the two-day induction training before starting the role.	NS	Monthly UET meeting training attended by 90% of the team. Review the induction and whole training offer annually.	Monthly UET meeting training attended by 95% of the team.
Establish statutory training for each provision. A training matrix is in place	LH	Statutory training requirements included in staff KPI's. 100% of staff included in the training matrix	Develop and offer additional training to include accredited courses.
Complete a skills audit for 100% of the team with a baseline	NS	Aim to have 50% of the team at least at level 2 Maths & English or an equivalent vocational qualification.	Aim to have 75% of the team at least at level 2 Maths & English or an equivalent vocational qualification.

<b>SO 2.3 To recognise &amp; value employee enthusiasm &amp; Commitment</b>					
<b>KPIs for 2019/2020</b>		<b>KPIs for 2020/2021</b>		<b>KPIs for 2021/2022</b>	
100% of the team are aware of the UET forum	NS	80% team are actively engaging in the forum weekly		90% of the team are actively engaging in the forum weekly	
UET monthly meetings attended by 75% of staff (unless pre-authorised absence)	LH	UET monthly meetings attended by 90% of staff (unless pre-authorised absence)		UET monthly meetings attended by 95% of staff (unless pre-authorised absence)	
Implement management and lead fortnightly meetings Formally document and minute the meetings.	LH	Formally document and minute the meetings to establish quality of content and have action plan to improve in Provision Development Plans.		Significant improvement in the UET leadership for both senior and middle management. 100% of Provision Development Plan Targets achieved.	
A UET commercial newsletter has been launched	LH NS	Launch UET commercial newsletter locally and be positively featured in local press		Launch UET commercial newsletter nationally and have national charity press coverage.	
All staff have the opportunity to complete an annual well-being survey with 75% completion rate. 90% Staff feel supported and valued.	LH NS	All staff have the opportunity to complete an annual well-being survey with 80% completion rate 95% Staff feel supported and valued.		All staff have the opportunity to complete an annual well-being survey with 85% completion rate 98% Staff feel supported and valued.	

### Key Strategic Objective 3 – Sustainable Business Model

We aim to increase our population across all UET provisions; however, this will be led by the number of sites we have available throughout the next 3 years.

Successful growth will be supported by:

SO 3.2 Creative & appropriate environments

SO 3.3 To effectively & efficiently deliver on all aspects of business management to ensure sustainable financial health

SO 3.4 To ensure Governance is challenging & supportive

<b>SO 3.1 To have a robust Growth Strategy</b>		
<b>KPIs - 2019/2020</b>	<b>KPIs - 2020/2021</b>	<b>KPIs - 2021/2022</b>

The 5-year Growth Plan is understood and all provisions deliver on the growth target of 15% for 19/20	LH BM	The 5-year Growth Plan is understood and all provisions deliver on the growth target of 15% for 20/21	The 5-year Growth Plan is understood and all provisions deliver on the growth target of 20% for 21/22
The new SMT become embedded and all Leaders achieve their PM targets in 19/20	JS LH	The Leadership in UET is established and there are no SMT resignations within the year	The SMT undertake 360 survey from all stakeholders
Create Provision development plans	LH	The Provision development plans are established and accurately reflects the YP population within the UET	The provision development plans are used to inform and further develop the rationale around provision structures and staffing models.
Create a fundraising development plan and diary of events	NS	The fundraising development plan is established & large grant applications are included for the expansion in 2022	Large project fundraising has delivered grants for expansion sites.
Build a social media and local fundraising plan with launch targets for followers and Community Lottery	NS	Social media followers increased by 20%. Community Lottery purchases increase by 25%	Social media followers increased by 25%. Community Lottery purchases increase by 30%

<b>SO 3.2 Creative &amp; appropriate environments</b>			
<b>KPIs - 2019/2020</b>		<b>KPIs - 2020/2021</b>	
<b>KPIs - 2021/2022</b>			
FM Strategy developed to reflect UET Key Strategic Objectives.	BM	FM Strategy embedded and reviewed at commencement of year 2.	FM Strategy – review of progress and develop strategy to allow for growth
ICT Strategy developed to reflect UET Key Strategic Objectives.	BM	ICT Strategy embedded and reviewed at commencement of year two..	ICT Strategy – review of progress and develop strategy to allow for growth
An external Health & Safety Consultant engaged to	RR LH	Annual H&S audits are conducted, and any	Annual H&S audits are conducted, and any

complete an external audit of all UET premises.		advisories acted on in a timely manner.	advisories acted on in a timely manner.
The SMT and board of Trustees are clear in terms of their responsibility with Risk Management, and that it needs to be an active process.	JS LH	Risk Management is embedded in all aspects of UET activity with employees understanding their responsibilities. Risks regularly reviewed and all RR up-dated.	Full review of all Risk Management with mitigation a focus for re-refresh based on the stabilising of organisational growth.

<b>SO 3.3 To effectively &amp; efficiently deliver on all aspects of business management to ensure sustainable financial health</b>			
<b>KPIs - 2019/2020</b>		<b>KPIs - 2020/2021</b>	<b>KPIs - 2021/2022</b>
Income target of £750K	LH/ BM	Increase on LY of 15%	Increase of LY of 20%
UET has reserves, including brought forward balance & in-year reserves of 3% of total income (£22,500)	BM	UET has reserves, including brought forward balance & in-year reserves 4% of total income	UET has reserves, including brought forward balance & in-year reserves 5% of total income
UET have an in year break even position with an overall surplus of 1% (£7,500)	BM	UET have an in year break even position with an overall surplus of 1.5%	UET have an in year break even position with an overall surplus of 2%
100% of provisions have in year budget variances of less than 10% of the overall budget	BM	100% of provisions have in year budget variances of less than 8% of the overall budget	100% of provisions have in year budget variances of less than 7% of the overall budget
UET business development plan implemented and majority of targets met.	BM LH	UET business development plan embedded and large majority of targets met.	UET business development plan - all of targets met.
All contracts/SLA's for non-staff expenditure undertake analysis and negotiation	BM LH	High value non- staff expenditure procured via centrally managed contracts.  Establish a preferred supplier list	All regular and material non-staff expenditure procured via centrally negotiated contracts using the preferred supplier list

All aspects of financial compliance are met and no RED management action points identified by auditor	LH BM	All aspects of financial compliance are met and no RED management action points (and AMBER have decreased) identified by auditor	All aspects of financial compliance are met and no management action points identified by auditor
SMT and board of trustees develop structure to review all areas of compliance and identify non-compliance/risk	JS LH	SMT and board of trustees monitor compliance with minimal high-risk management action points identified by external audits	SMT and board of trustees monitor compliance with no high-risk management action points identified by external audits
Value for money provisions. 50% of provisions spending patterns reviewed to identify efficiency savings to equal 0.5% of provision budget	BM	Value for money provisions. 75% of provisions spending patterns reviewed to identify efficiency savings to equal 0.5% of provision budget	Value for money provisions. 100% of provisions spending patterns reviewed to identify efficiency savings to equal 0.5% of provision budget

<b>SO 3.4 To ensure Governance is challenging &amp; supportive</b>					
<b>KPIs - 2019/2020</b>		<b>KPIs - 2020/2021</b>		<b>KPIs - 2021/2022</b>	
90% of Trustees complete a skills audit and that identifies any skills gaps	MC	95% of Governors & Trustees complete a skills audit and that identifies any skills gaps		100% of Governors & Trustees complete a skills audit and that identifies any skills gaps	
Trustee recruitment, development & retention is a high priority with all (100%) receiving induction, support (as required) and development.	MC/LH	Trustee Board retain members and is stable – there are no resignations.		Trustee Board retains members and is stable – resignations are planned for and recruitment in place so there are no vacancies.	
75% of all Trustees attend at least two UET team training sessions within the year	LH	85% of all Trustees attend at least two UET team training sessions within the year		90% of all Trustees attend at least two UET team training sessions within the year	

## **B. DEVELOPMENT PLANNING 2020-2021**

The following are additional areas for development which will need to be revised and included in the UET Strategic Plan for 2020/2021:

- **UET Working in continued partnership with BSM & BE for 2020-2021**
- **Effective and proactive management of the COVID 19 pandemic both pre and post vaccine**
- **Implementation and delivery of the UET Short Breaks offer**
- **The development of a UET Property Strategy to support development and growth**
- **The development of an embedded new Senior Management structure**
- **Continued review of the UET Core Offer to meet the needs of our young people and their families**
- **To implement a Fundraising Strategy to include the improvement and expansion of the UET Short Breaks accommodation Shaw Farm in Swindon.**

## **FINANCIAL REVIEW**

### **A. RESERVES POLICY**

At the year end the Trust has total funds of £233,264 (2019: £416,438). Of those funds, £7,178 are held as restricted funds and £85,826 are held as tangible fixed assets. The free reserves at 31 August 2020 are £140,260. The trustees are confident that the trust can continue to grow its reserves to reflect approximately 3 months of running costs (£150,000).

The financial plan for 2019/20 reflects the need to increase reserves with a cash floor being maintained to ensure cash reserves do not drop below average operating costs for a month.

### **B. FINANCIAL POSITION**

On 1 September 2019 funds relating to Horizons College totalling £277,637 (including the LGPS liability) were transferred to Brunel Education, leaving UET with funds of £138,801. The expansion of the living and working programs have resulted in a surplus for the year (excluding the transfer of funds to Brunel Education) of £94,463.

At the year end the trust had net current assets of £147,438.

### **C. PENSION**

The trust contributes towards the NEST pension scheme.

### **D. PRINCIPLE FUNDING SOURCES**

The trust's main income source is from Adult and Children's Social Care funded packages and placements, NHS placements and Direct Payments received from parents and carers, with £600,998 income received in 2019/20.

### **E. PRINCIPLE RISKS AND UNCERTAINTIES**

The Board of Trustees has reviewed the major risks to which the Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks.

The principal risks and uncertainties facing the Trust are as follows:

Failures in governance and/or management – the risk in this area arises from potential failure to effectively manage the Trust's finances, internal controls, compliance with regulations and legislation, statutory returns etc. The Trustees continue to review and ensure that appropriate measures are in place to mitigate these risks.

Reputational – the continuing success of the Trust is dependent on continuing to attract applicants in sufficient numbers by maintaining the highest standards. To mitigate this risk Trustees ensure that a full quality assurance framework is embedded across all areas of UET is closely monitored and reviewed.

Safeguarding and child protection – the Trustees continue to ensure that the highest standards are maintained in the areas of selection and monitoring of staff, the operation of child and vulnerable adults' protection policies and procedures, health & safety and discipline.

Staffing – the success of the Trust's is reliant on the quality of its staff and so the Trustees monitor and review policies and procedures to ensure continued development and training of staff as well as ensuring there is clear succession planning.

Fraud and mismanagement of funds – All finance staff receive training to keep them up to date with financial practice requirements and develop their skills in this area

The full Board of Trustees met 3 times during the period 1st September 2019 to 31st August 2020. The AGM scheduled to take place on 18<sup>th</sup> March 2020 was postponed due to COVID 19 and instead took place on 1<sup>st</sup> July 2020 via Skype for Business. At each of the meetings the Trustees reviewed the charities current activity and, during the period March 2020 to August 2020 reviewed the impact of COVID 19 on UET's strategic and financial planning and the operational activity and developments of the charity. Standing items on the meeting agendas include the review of risk and written reports from the CEO, Operations Director and Business Manager, including a finance update from the Chief Finance Officer and Trustee, Tony Griffiths.

The Trustees consider any risks using a risk evaluation matrix (operational, knowledge & people, financial, compliance and reputation) which may affect the trust. It assesses the risk impact, the risk likelihood and the control procedures in place, ensuring that 'red' risks are identified and appropriate strategies for the mitigation of any risks are identified. The Board monitors the implementation of these strategies and reviews the risk register at each Board meeting.

## **F. FUNDRAISING**

Within 2019/2020 UET were very fortunate to have donated a total of £17,500 through successful grant applications. This consisted of £5,000 from Zurich, £2,500 from Beatrice Lang and £10,000 from Bailey Thomas. UET also received monetary donations from Asda, St Nicholas Church and TKMaxx. With these funds the charity were able to install a sensory room into the Community Enterprise Centre for all of the CYP to access, along with being able to fit a beauty therapy room and purchase essential communication aids to assist our young people with making choices and developing independence.

Within the second half of the 19/20 financial year, due to COVID 19, UET were very limited with our fundraising opportunities, but we were, very kindly, donated laptops, furniture, printers and arts and crafts from our Facebook, Twitter, and Instagram postings. We were even donated a washing machine, cooker and tumble dryer from a very kind and supportive parent.

UET are still part of Swindon Community Lottery, Easyfundraising and Amazon Smile for which we receive monies.

UET received no complaints about fundraising activities during 2019/20.

## **G. GOING CONCERN**

After making appropriate enquiries, the board has a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern can be found in the Accounting Policies.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### GOVERNING DOCUMENT

The charity is controlled by its governing document, a deed of trust, and constitutes a limited Company, limited by guarantee, as defined by the Companies Act 2006.

The charity is governed by its memorandum and articles incorporated 29/03/2012 as amended by special resolution(s) dated 05/07/2012.

### RECRUITMENT, APPOINTMENT, INDUCTION AND TRAINING OF NEW TRUSTEES

The Trust has eight Trustees who are also directors of the company. The Trustees all have a background in either SEN Education, Health and Social Care, Finance, HR, Governance or come from a local business or charity sector background. Three of the eight Trustees are also parents of young people with Special Educational Needs. The Trustees were recruited through their connection with the Brunel SEN Multi Academy Trust and the local community or recruited externally via the volunteering network, Involve Swindon. Trustees hold an Annual Visioning Day to discuss and agree UET's strategic plan and vision for the future. Newly appointed Trustees receive one to one induction training from the Principal Trustee to understand the Trustees role and responsibilities, the needs of the Cohort and the work of the Trust.

At the Annual General Meeting held remotely via Skype for Business on 1<sup>st</sup> July 2020, Mr Jeff Smith, Mrs Susan Dinsey and Mr Anthony Griffiths retired. Following a proposal from Mrs Jackie Smith which was seconded by Mr Derek Dinsey, Mr Jeff Smith, Mrs Susan Dinsey and Mr Anthony Griffiths were each re-appointed for a further term. This was unanimously agreed by all Trustees.

The Board were also pleased to appoint new Trustee, Mr Chris Sims at their meeting held on the 29<sup>th</sup> January 2020. Mr Daniel Boden and Mr Matthew Crockin-Davis continued in their first term and the board would like to thank them for their valuable contribution to the charity.

The Trust is very fortunate in having a strong board of Trustees who continually strive to develop and grow their knowledge. The Trust is grateful to each of the Trustees for their commitment and enthusiasm and the work they have done for the Trust throughout the year. The Trust would also like to express their gratitude to the patron of UET, Mr William Wyldbore-Smith, for supporting and promoting the work of the UET through his wider charitable work both locally and nationally.

The Trust would like to thank all staff and managers for their dedication, commitment and hard work and would also like to express thanks to all of the local, regional and national business partners who have provided volunteers, donations, grants, and raised funds for UET. The Trust relies on donations received and the generosity and enthusiasm of our formal and informal partners whose support is invaluable to the work of the charity.

### ORGANISATIONAL STRUCTURE

Trustees/Directors govern the charity and set the overall strategy, objectives and targets. The strategic and operational management of the trust is delegated to the CEO who line manages the Senior Management Team within UET. The CEO, Operational Delivery Director and Business Manager form the UET Senior Management Team (SMT). The SMT are responsible for strategic and operational leadership of UET and are supported by the Brunel SEN MAT Central Services Team. The Trust have moved towards a formalised re-charge model between Brunel SEN MAT and Uplands Enterprise Trust to pay for central support services, based upon actual staff time and costs, for support services provided to the trust by Brunel SEN MAT employees.

It should be noted that there have been significant changes in SMT personnel during the period September 2019 – 31<sup>st</sup> August 2020. These changes have put pressure on the middle managers and resulted in the CEO have an operational role at the latter part of the year to stabilise operations.

This is summarised as follows:

- Business Manager (BM) role vacant September 2019 – November 2019
- BM appointed November 2019 – left UET 21<sup>st</sup> February 2020
- BM role vacant 21<sup>st</sup> February 2020 to 1<sup>st</sup> July 2020 (Due to COVID)
- New BM appointed 1<sup>st</sup> July 2020 – left 9<sup>th</sup> October 2020 (COVID related ill-health)

## ARRANGEMENTS FOR SETTING PAY AND REMUNERATION OF KEY MANAGEMENT PERSONNEL

Key personnel's remuneration packages are agreed by trustees/ CEO through their pay policy, as appointments are made the roles are defined and assessed against the market to identify a salary range and job description. Key personnel are able to progress within their role providing performance management targets are achieved within the defined benefits of the salary grade. The performance management framework is a cyclical review completed on an annual basis. An independent review of performance is completed each year for the CEO to provide trustee's with additional assurance that targets are being achieved.

## RELATED PARTIES

Brunel SEN Multi Academy Trust (BSM) and its subsidiary company Brunel Education (BE) work closely with Uplands Enterprise Trust. The Trusts CEO is a Trustee/CEO of both BSM and BE with the business functions of the UET being supported by the BSM Trust's central service function. BSM and BE students benefit from the services provided by UET where students access the farm, holiday clubs and retail provisions on a regular basis. Chris Sims is also a Trustee on the BSM Board of Trustees.

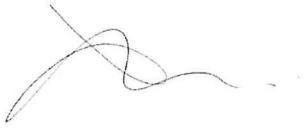
## RISK MANAGEMENT

The trustees have a duty to identify and review the risks to which the trust is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The UET board of trustees has reviewed the key risks to which the trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The board of trustees categorises risks into 4 main categories; Reputation, Operational, Knowledge & People & Financial.

The board of trustees has responsibility for monitoring and evaluating the impact of risk. The board of trustees has implemented formal processes for identifying, evaluating and managing the trust's significant risks. This has been embedded in the activity of the UET board in the period 1<sup>st</sup> September 2019 to 31<sup>st</sup> August 2020 up to the date of approval of the annual report and financial statements. The risk management process is regularly reviewed by the board of trustees.

The period March 2020 to August 2020 Risk management focused on the COVID 19 impact on all aspects of business and provision. The pandemic elevated financial, knowledge & people and operational risks. These risks were mitigated through the robust COVID 19 Recovery Plan and partnership working with BSM and other relevant partners.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 17.03.2021 and signed on the board's behalf by:



Ms J Smith, Principal Trustee

Date: 17.03.2021

MR DEREK DINSEY



Mr D Dinsey, Trustee

Date: 17.03.21

**Independent Examiner's Report to the Trustees of  
Uplands Enterprise Trust**

**Independent examiner's report to the trustees of Uplands Enterprise Trust ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 August 2020.

**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 your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of FCA 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.

Steven Fraser  
FCA  
MHA Monahans  
Chartered Accountants  
38-42 Newport Street  
Swindon  
Wiltshire  
SN1 3DR

Date: .....

**Uplands Enterprise Trust**

**Statement of Financial Activities**  
**(Incorporating an Income and Expenditure Account)**  
**for the Year Ended 31 August 2020**

	Notes	Unrestricted funds £	Restricted funds £	2020 Total funds £	2019 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	3	1,881	17,163	19,044	93,734
<b>Charitable activities</b>	5				
Learning		-	-	-	1,627,224
Living and working		783,478	-	783,478	464,385
Other trading activities	4	100	-	100	132,650
Other income	6	(4,812)	-	(4,812)	28,581
<b>Total</b>		<b>780,647</b>	<b>17,163</b>	<b>797,810</b>	<b>2,346,574</b>
<b>EXPENDITURE ON</b>					
Raising funds	7	-	-	-	8,334
<b>Charitable activities</b>	8				
Learning		-	-	-	1,545,287
Living and working		703,347	-	703,347	576,595
Other	11	277,637	-	277,637	-
<b>Total</b>		<b>980,984</b>	<b>-</b>	<b>980,984</b>	<b>2,130,216</b>
<b>NET INCOME/(EXPENDITURE)</b>		<b>(200,337)</b>	<b>17,163</b>	<b>(183,174)</b>	<b>216,358</b>
<b>Transfers between funds</b>	21	<b>21,573</b>	<b>(21,573)</b>	<b>-</b>	<b>-</b>
<b>Other recognised gains/(losses)</b>					
Actuarial gains/(losses) on defined benefit schemes		-	-	-	(87,000)
<b>Net movement in funds</b>		<b>(178,764)</b>	<b>(4,410)</b>	<b>(183,174)</b>	<b>129,358</b>
<b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		<b>404,850</b>	<b>11,588</b>	<b>416,438</b>	<b>287,080</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>226,086</b>	<b>7,178</b>	<b>233,264</b>	<b>416,438</b>

The notes form part of these financial statements

**Uplands Enterprise Trust (Registered number: 08011951)**

		<b><u>Balance Sheet</u></b>	
		<b><u>31 August 2020</u></b>	
	Notes	2020 £	2019 £
<b>FIXED ASSETS</b>			
Tangible assets	16	85,826	324,048
<b>CURRENT ASSETS</b>			
Debtors	17	258,498	244,908
Cash at bank and in hand		<u>99,340</u>	<u>312,514</u>
		357,838	557,422
<b>CREDITORS</b>			
Amounts falling due within one year	18	(210,400)	(318,032)
		<u>147,438</u>	<u>239,390</u>
<b>NET CURRENT ASSETS</b>			
		233,264	563,438
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			
<b>PENSION LIABILITY</b>	22	-	(147,000)
		<u>233,264</u>	<u>416,438</u>
<b>NET ASSETS</b>			
<b>FUNDS</b>	21		
Unrestricted funds		226,086	404,850
Restricted funds		<u>7,178</u>	<u>11,588</u>
<b>TOTAL FUNDS</b>		<u>233,264</u>	<u>416,438</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 August 2020.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 August 2020 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on ..... and were signed on its behalf by:

.....  
J A Smith - Trustee

.....  
Mr D Dinsey - Trustee

The notes form part of these financial statements

**Uplands Enterprise Trust**

**Cash Flow Statement**  
**for the Year Ended 31 August 2020**

	Notes	2020 £	2019 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	24	<u>(288,301)</u>	<u>232,552</u>
Net cash (used in)/provided by operating activities		<u>(288,301)</u>	<u>232,552</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(32,685)	(85,869)
Sale of tangible fixed assets		<u>254,812</u>	<u>-</u>
Net cash provided by/(used in) investing activities		<u>222,127</u>	<u>(85,869)</u>
<b>Cash flows from financing activities</b>			
Loan repayments in year		-	(50,222)
Pension liability transferred		<u>(147,000)</u>	<u>-</u>
Net cash used in financing activities		<u>(147,000)</u>	<u>(50,222)</u>
<b>Change in cash and cash equivalents in the reporting period</b>			
		(213,174)	96,461
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>312,514</u>	<u>216,053</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u>99,340</u>	<u>312,514</u>

The notes form part of these financial statements

## Uplands Enterprise Trust

### Notes to the Financial Statements for the Year Ended 31 August 2020

#### 1. STATUTORY INFORMATION

Uplands Enterprise Trust is a charitable company limited by guarantee, without share capital, incorporated in England and Wales. The registered office address and principal activities can be found in the Trustees' Report.

#### 2. ACCOUNTING POLICIES

##### **General information and basis of preparation**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Uplands Educational Trust meets the definition of a public benefit entity under FRS 102.

The accounts are presented in Sterling which is the functional currency of the Trust and rounded to the nearest pound.

##### **Going concern**

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about its ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

##### **Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

##### **Interest**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

##### **Grants**

Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet.

When entitlement occurs before income is received, the income is accrued.

##### **Donations**

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured.

##### **Agency arrangements**

The academy trust acts as an agent in distributing 16-19 bursary funds from ESFA. Payments received from ESFA and subsequent disbursements to students are excluded from the statement of financial activities as the trust does not have control over the charitable application of the funds.

##### **Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on the basis detailed below.

VAT charged to but not recoverable by the charity is included under the heading to which the expenditure relates.

##### **Allocation and apportionment of costs**

Support costs have been apportioned to the relevant activities of the charity on the basis of the percentage of staff numbers expressed as full time equivalent employees.

## Uplands Enterprise Trust

### Notes to the Financial Statements - continued for the Year Ended 31 August 2020

#### 2. ACCOUNTING POLICIES - continued

##### **Redundancy / Termination payments**

Termination benefits are measured at the best estimate of the expenditure required to settle the obligation at the reporting date. If the expected settlement date of the termination payments is 12 months or more after making the provision and the effect would be material, the present value of the obligation is calculated using an appropriate discount rate.

##### **Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Short leasehold	- over period of lease
Plant and machinery	- 10% on straight line basis
Fixtures and fittings	- 20% - 33% straight line basis
Motor vehicles	- 33% on straight line basis
Computer equipment	- 33% on straight line basis

Assets costing £100 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment. Depreciation is charged from the month of acquisition to the month of disposal.

##### **Taxation**

The charity is exempt from corporation tax on its charitable activities.

##### **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

##### **Hire purchase and leasing commitments**

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

##### **Pension costs and other post-retirement benefits**

Retirement benefits to employees of the Charity are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes. All employees transferred out of these schemes to another employer on 1 September 2019.

##### **Defined contribution scheme**

The assets of the scheme are held separately from those of the charity in an independently administered fund, NEST. The costs of the defined contribution arrangements are charged as incurred.

##### **Donated goods**

Where material, donated goods and services are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. On receipt, where material, donated goods and services are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

In accordance with the Charities SORP (FRS 102), the general volunteer time is not recognised and refer to the trustees' annual report for more information about their contribution.

The charity receives donated goods for resale. Estimating the fair value of these goods is impractical because of the volume of low-value items received and the absence of detailed stock control systems and records. As such the donated goods for resale are not recognised on receipt. Instead, the value to the charity of the donated goods sold is recognised as income when sold.

##### **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.

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2020**

**2. ACCOUNTING POLICIES - continued**

**Cash at 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 recognised where the charity 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.

**Financial instruments**

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

**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

None

Critical areas of judgement

There are no critical areas of judgement.

**3. DONATIONS AND LEGACIES**

	2020	2019
	£	£
Donations	19,044	14,234
Grants	-	<u>79,500</u>
	<u>19,044</u>	<u>93,734</u>

Grants received, included in the above, are as follows:

	2020	2019
	£	£
Swindon Borough Council - Student Funding	-	48,358
Education and Skills Funding Agency	-	<u>31,142</u>
	<u>-</u>	<u>79,500</u>

**4. OTHER TRADING ACTIVITIES**

	2020	2019
	£	£
Fundraising events	100	1,831
Lettings and rental income	-	<u>130,819</u>
	<u>100</u>	<u>132,650</u>

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2020**

**5. INCOME FROM CHARITABLE ACTIVITIES**

		2020	2019
		£	£
Enterprise income	Learning	-	98
Grants	Learning	-	1,627,126
Shop income	Living and working	79,003	159,127
Holiday club income	Living and working	26,778	6,258
Enterprise income	Living and working	-	158
'Skills for life' course fees and placement fees	Living and working	574,220	298,842
Grants	Living and working	<u>103,477</u>	<u>-</u>
		<u>783,478</u>	<u>2,091,609</u>

Grants received, included in the above, are as follows:

		2020	2019
		£	£
Swindon Borough Council - Student Funding		-	693,935
Wiltshire County Council - Student Funding		-	124,500
Education and Skills Funding Agency		-	625,300
Gloucestershire County Council - Students Funding		-	65,895
West Berks Student Funding		-	47,500
Other		-	69,996
Coronavirus - government support funding		45,000	-
Coronavirus - Job Retention Scheme grant		<u>58,477</u>	<u>-</u>
		<u>103,477</u>	<u>1,627,126</u>

Government Grant Income - funding is received from the above local authorities and government bodies (see note 3 also).

There were no unfulfilled conditions or other contingencies attached to these grants. The charity has not directly benefited from any other forms of government assistance.

**6. OTHER INCOME**

	2020	2019
	£	£
Service charge	<u>(4,812)</u>	<u>28,581</u>

**7. RAISING FUNDS**

**Raising donations and legacies**

	2020	2019
	£	£
Fundraising consultancy	<u>-</u>	<u>6,986</u>

**Other trading activities**

	2020	2019
	£	£
Sundry	<u>-</u>	<u>1,348</u>

Aggregate amounts	<u>-</u>	<u>8,334</u>
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**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2020**

<b>8. CHARITABLE ACTIVITIES COSTS</b>			
	Direct Costs (see note 9)	Support costs (see note 10)	Totals
	£	£	£
Living and working	<u>600,355</u>	<u>102,992</u>	<u>703,347</u>

<b>9. DIRECT COSTS OF CHARITABLE ACTIVITIES</b>		2020	2019
		£	£
Staff costs		487,766	1,170,518
Other operating leases - rent		49,656	117,183
Rates and water		1,321	1,932
Insurance		359	1,150
Light and heat		9,382	23,782
Telephone		4,840	6,426
Fire and security		2,084	6,749
Repairs, renewals and cleaning		14,304	36,154
Travel		4,779	21,808
Nursing and Therapy		-	49,656
Supplies		4,489	20,098
Computer expenses		299	16,135
Training		780	23,740
Enterprise costs		1,148	2,931
Subscriptions		-	1,990
Set up costs		-	6,341
Recruitment costs		65	1,355
Purchases		1,131	2,788
Professional fees		460	28,491
Sundry costs		1,397	1,175
Depreciation		<u>16,095</u>	<u>72,629</u>
		<u>600,355</u>	<u>1,613,031</u>

<b>10. SUPPORT COSTS</b>		Governance costs	Totals
	Finance £	£	£
Living and working	<u>81,760</u>	<u>21,232</u>	<u>102,992</u>

Support costs, included in the above, are as follows:

	2020	2019
	Living and working	Total activities
	£	£
Wages	-	29,664
Social security	-	2,515
Pensions	-	9,000
Other operating leases - rent	-	101,006
Rates and water	-	1,186
Insurance	4,115	12,588
Light and heat	-	10,070
Telephone	1,143	3,322
Bank charges	674	17
Business support	55,000	297,416
Sundries	2,089	9,684
Fire and security	-	3,999
General site costs	-	11,925
Recruitment expenses	6,021	-
Bookkeeping and management accounts	<u>12,718</u>	<u>-</u>
Carried forward	81,760	492,392

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2020**

**10. SUPPORT COSTS - continued**

	2020	2019
	Living and working £	Total activities £
Brought forward	81,760	492,392
Interest payable and similar charges	-	2,000
Auditors' remuneration	3,167	11,532
Accountancy and Independent examination	5,242	-
Legal fees	<u>12,823</u>	<u>2,927</u>
	<u><u>102,992</u></u>	<u><u>508,851</u></u>

**11. OTHER**

	2020	2019
	£	£
Exceptional items	<u><u>277,637</u></u>	<u><u>-</u></u>

On 1 September 2019 Horizons College was transferred to Brunel Education (company number 11991915), an exempt charitable company, controlled by Brunel SEN Multi-Academy Trust.

The following assets and liabilities were transferred out of Uplands Educational Trust and into Brunel Education on 1st September 2019:

	£
Fixed assets	254,775
Trade debtors	-
Prepayments	20,814
Accrued income	-
Cash at Bank	277,951
Trade creditors	-
Accruals	(15,370)
Deferred income	(106,559)
Other creditors	(6,974)
Pension liability	<u>(147,000)</u>
Total funds	<u><u>277,637</u></u>
Restricted funds	-
Unrestricted funds	<u><u>277,637</u></u>
Total funds	<u><u>277,637</u></u>

**12. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	2020	2019
	£	£
Auditors remuneration	-	11,532
Auditor's remuneration - under accrual in prior year	3,167	-
Depreciation - owned assets	16,095	72,629
Other operating leases	49,656	218,189
Accountancy and independent examination	<u><u>5,242</u></u>	<u><u>-</u></u>

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2020**

**13. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 August 2020 nor for the year ended 31 August 2019.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 August 2020 nor for the year ended 31 August 2019.

**14. STAFF COSTS**

	2020	2019
	£	£
Wages and salaries	457,412	1,088,387
Social security costs	26,420	55,314
Other pension costs	<u>3,934</u>	<u>67,996</u>
	<u><u>487,766</u></u>	<u><u>1,211,697</u></u>

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

	2020	2019
Living	34	33
Working	-	15
Learning	-	42
Administration	1	1
Leadership	<u>3</u>	<u>3</u>
	<u><u>38</u></u>	<u><u>94</u></u>

No employees received emoluments in excess of £60,000.

Total redundancy / termination payments amount to £1,890 (2019 - £Nil) and related to the closure of the charity shops.

**Key management personnel**

The key management personnel of the charity comprise the trustees and the senior management team. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the charity was £57,559 (2019: £117,253). The total employee benefits include costs of direct employment and costs of employee benefits recharged to the charity.

**15. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	1,179	92,555	93,734
<b>Charitable activities</b>			
Learning	1,627,224	-	1,627,224
Living and working	464,385	-	464,385
Other trading activities	132,650	-	132,650
Other income	<u>28,581</u>	<u>-</u>	<u>28,581</u>
<b>Total</b>	2,254,019	92,555	2,346,574
<b>EXPENDITURE ON</b>			
Raising funds	8,334	-	8,334
<b>Charitable activities</b>			
Learning	1,544,095	1,192	1,545,287
Living and working	566,118	10,477	576,595
<b>Total</b>	<u><u>2,118,547</u></u>	<u><u>11,669</u></u>	<u><u>2,130,216</u></u>

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2020**

**15. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

	Unrestricted funds £	Restricted funds £	Total funds £
	<u>          </u>	<u>          </u>	<u>          </u>
<b>NET INCOME</b>	135,472	80,886	216,358
<b>Transfers between funds</b>	<u>78,919</u>	<u>(78,919)</u>	<u>-</u>
<b>Other recognised gains/(losses)</b> Actuarial gains/(losses) on defined benefit schemes	<u>(87,000)</u>	<u>-</u>	<u>(87,000)</u>
<b>Net movement in funds</b>	127,391	1,967	129,358
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>	<u>277,459</u>	<u>9,621</u>	<u>287,080</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u><u>404,850</u></u>	<u><u>11,588</u></u>	<u><u>416,438</u></u>

**16. TANGIBLE FIXED ASSETS**

	Short leasehold £	Plant and machinery £	Fixtures and fittings £
	<u>          </u>	<u>          </u>	<u>          </u>
<b>COST</b>			
At 1 September 2019	370,900	18,000	58,677
Additions	-	224	21,574
Disposals	<u>(307,887)</u>	<u>-</u>	<u>(36,860)</u>
At 31 August 2020	<u>63,013</u>	<u>18,224</u>	<u>43,391</u>
<b>DEPRECIATION</b>			
At 1 September 2019	178,758	7,950	22,355
Charge for year	6,335	1,804	5,667
Eliminated on disposal	<u>(161,826)</u>	<u>-</u>	<u>(9,814)</u>
At 31 August 2020	<u>23,267</u>	<u>9,754</u>	<u>18,208</u>
<b>NET BOOK VALUE</b>			
At 31 August 2020	<u><u>39,746</u></u>	<u><u>8,470</u></u>	<u><u>25,183</u></u>
At 31 August 2019	<u><u>192,142</u></u>	<u><u>10,050</u></u>	<u><u>36,322</u></u>

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2020**

**16. TANGIBLE FIXED ASSETS - continued**

	Motor vehicles £	Computer equipment £	Totals £
<b>COST</b>			
At 1 September 2019	86,822	116,704	651,103
Additions	10,000	887	32,685
Disposals	<u>(83,783)</u>	<u>(109,084)</u>	<u>(537,614)</u>
At 31 August 2020	<u>13,039</u>	<u>8,507</u>	<u>146,174</u>
<b>DEPRECIATION</b>			
At 1 September 2019	32,544	85,448	327,055
Charge for year	774	1,515	16,095
Eliminated on disposal	<u>(31,747)</u>	<u>(79,415)</u>	<u>(282,802)</u>
At 31 August 2020	<u>1,571</u>	<u>7,548</u>	<u>60,348</u>
<b>NET BOOK VALUE</b>			
At 31 August 2020	<u>11,468</u>	<u>959</u>	<u>85,826</u>
At 31 August 2019	<u>54,278</u>	<u>31,256</u>	<u>324,048</u>

**17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2020 £	2019 £
Trade debtors	249,697	192,430
Other debtors	1,114	-
Accrued income	-	5,920
Prepayments	<u>7,687</u>	<u>46,558</u>
	<u>258,498</u>	<u>244,908</u>

**18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2020 £	2019 £
Trade creditors	41,665	127,242
Social security and other taxes	9,244	14,756
Other creditors	97,881	18,192
Accruals and deferred income	<u>61,610</u>	<u>157,842</u>
	<u>210,400</u>	<u>318,032</u>

Deferred income

	£
Deferred Income at 1 September 2019	110,259
Resources deferred in the year	-
Amounts released from previous years	<u>(110,259)</u>
Deferred Income at 31 August 2020	<u>-</u>

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2020**

**19. LEASING AGREEMENTS**

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2020	2019
	£	£
Within one year	82,172	215,674
Between one and five years	214,688	763,339
In more than five years	<u>62,759</u>	<u>2,417,932</u>
	<u><u>359,619</u></u>	<u><u>3,396,945</u></u>

**20. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted funds	Restricted funds	2020 Total funds	2019 Total funds
	£	£	£	£
Fixed assets	85,826	-	85,826	324,048
Current assets	350,660	7,178	357,838	557,422
Current liabilities	(210,400)	-	(210,400)	(318,032)
Pension liability	-	-	-	<u>(147,000)</u>
	<u>226,086</u>	<u>7,178</u>	<u>233,264</u>	<u>416,438</u>

**21. MOVEMENT IN FUNDS**

	At 1.9.19	Net movement in funds	Transfers between funds	At
	£	£	£	31.8.20
				£
<b>Unrestricted funds</b>				
General fund	551,850	(200,337)	21,573	373,086
Pension reserve	<u>(147,000)</u>	-	-	<u>(147,000)</u>
	404,850	(200,337)	21,573	226,086
<b>Restricted funds</b>				
Community Enterprise Centre	822	-	-	822
Farm tools	375	-	-	375
Skills for Work refit	10,391	-	(7,335)	3,056
Sensory room	-	<u>17,163</u>	<u>(14,238)</u>	<u>2,925</u>
	<u>11,588</u>	<u>17,163</u>	<u>(21,573)</u>	<u>7,178</u>
<b>TOTAL FUNDS</b>	<u>416,438</u>	<u>(183,174)</u>	<u>-</u>	<u>233,264</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General fund	780,647	(980,984)	(200,337)
<b>Restricted funds</b>			
Sensory room	<u>17,163</u>	-	<u>17,163</u>
<b>TOTAL FUNDS</b>	<u>797,810</u>	<u>(980,984)</u>	<u>(183,174)</u>

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2020**

**21. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

	At 1.9.18 £	Net movement in funds £	Transfers between funds £	At 31.8.19 £
<b>Unrestricted funds</b>				
General fund	326,459	146,472	78,919	551,850
Pension reserve	<u>(49,000)</u>	<u>(98,000)</u>	-	<u>(147,000)</u>
	277,459	48,472	78,919	404,850
<b>Restricted funds</b>				
Community Enterprise Centre	9,552	(8,730)	-	822
Astroturf garden	(780)	-	780	-
College salamander course	-	(176)	176	-
Holiday clubs	348	(348)	-	-
Farm tools	159	591	(375)	375
Employer engagement	192	(192)	-	-
Skills for Life	150	(150)	-	-
ESFA capital grants	-	31,142	(31,142)	-
Skills for Work refit	-	10,391	-	10,391
SBC capital funding	-	48,358	(48,358)	-
	<u>9,621</u>	<u>80,886</u>	<u>(78,919)</u>	<u>11,588</u>
<b>TOTAL FUNDS</b>	<u>287,080</u>	<u>129,358</u>	<u>-</u>	<u>416,438</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
<b>Unrestricted funds</b>				
General fund	2,254,019	(2,107,547)	-	146,472
Pension reserve	-	<u>(11,000)</u>	<u>(87,000)</u>	<u>(98,000)</u>
	2,254,019	(2,118,547)	(87,000)	48,472
<b>Restricted funds</b>				
Community Enterprise Centre	1,090	(9,820)	-	(8,730)
College salamander course	824	(1,000)	-	(176)
Holiday clubs	-	(348)	-	(348)
Farm tools	750	(159)	-	591
Employer engagement	-	(192)	-	(192)
Skills for Life	-	(150)	-	(150)
ESFA capital grants	31,142	-	-	31,142
Skills for Work refit	10,391	-	-	10,391
SBC capital funding	48,358	-	-	48,358
	<u>92,555</u>	<u>(11,669)</u>	-	<u>80,886</u>
<b>TOTAL FUNDS</b>	<u>2,346,574</u>	<u>(2,130,216)</u>	<u>(87,000)</u>	<u>129,358</u>

Community Enterprise centre

Funding to aid the set up and provision of a new Community Enterprise Centre

Farm tools

To support development of work skill at the farm provision, funding received from the Defence Academy.

Skills for Work refit

A grant was received from the Community Lottery Fund to refurbish one of the charity shops into a skills for work hub.

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2020**

**21. MOVEMENT IN FUNDS - continued**

**Sensory room**

Grants were received to create a sensory room

**Transfers between funds**

A transfer of £21,573 has been made from restricted funds to the General fund representing the purchases of fixed assets funded out of restricted funds where the restriction has been fulfilled.

**22. EMPLOYEE BENEFIT OBLIGATIONS**

**Defined benefit scheme**

No contributions were paid to the schemes during the year to 31 August 2020. All employees in the scheme transferred to another employer on 1 September 2019.

**Teachers' Pension Scheme**

No contributions were paid to the schemes during the year to 31 August 2020. All employees in the scheme transferred to another employer on 1 September 2019.

The amounts recognised in the Balance Sheet are as follows:

	Defined benefit pension plans	
	2020	2019
	£	£
Present value of funded obligations	-	(392,000)
Fair value of plan assets	-	<u>245,000</u>
		(147,000)
Present value of unfunded obligations	-	-
Deficit	-	<u>(147,000)</u>
Net liability	-	<u><u>(147,000)</u></u>

The amounts recognised in the Statement of Financial Activities are as follows:

	Defined benefit pension plans	
	2020	2019
	£	£
Current service cost	-	18,000
Net interest from net defined benefit asset/liability	-	8,000
Past service cost	-	<u>1,000</u>
	-	<u>27,000</u>
Interest income on plan assets	-	<u><u>6,000</u></u>

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2020**

**22. EMPLOYEE BENEFIT OBLIGATIONS - continued**

Changes in the present value of the defined benefit obligation are as follows:

	Defined benefit pension plans	
	2020 £	2019 £
Opening defined benefit obligation	392,000	267,000
Current service cost	-	18,000
Past service cost	-	1,000
Contributions by scheme participants	-	3,000
Interest cost	-	8,000
Benefits paid	-	(1,000)
Transfer out	(392,000)	-
Remeasurements:		
Actuarial (gains)/losses from changes in demographic assumptions	-	(22,000)
Actuarial (gains)/losses from changes in financial assumptions	-	118,000
	<u>-</u>	<u>118,000</u>
	<u>-</u>	<u>392,000</u>

Changes in the fair value of scheme assets are as follows:

	Defined benefit pension plans	
	2020 £	2019 £
Opening fair value of scheme assets	245,000	218,000
Transfer out	(245,000)	-
Contributions by employer	-	10,000
Contributions by scheme participants	-	3,000
Interest income on plan assets	-	6,000
Benefits paid	-	(1,000)
Return on plan assets (excluding interest income)	-	9,000
	<u>-</u>	<u>9,000</u>
	<u>-</u>	<u>245,000</u>

The amounts recognised in other recognised gains and losses are as follows:

	Defined benefit pension plans	
	2020 £	2019 £
Actuarial (gains)/losses from changes in demographic assumptions	-	22,000
Actuarial (gains)/losses from changes in financial assumptions	-	(118,000)
Return on plan assets (excluding interest income)	-	9,000
	<u>-</u>	<u>9,000</u>
	<u>-</u>	<u>(87,000)</u>

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2020**

**22. EMPLOYEE BENEFIT OBLIGATIONS - continued**

The major categories of scheme assets as a percentage of total scheme assets are as follows:

	Defined benefit pension plans	
	2020	2019
Equities	-	71%
Bonds	-	14%
Property	-	13%
Cash	-	2%
		<u>100%</u>

Principal actuarial assumptions at the Balance Sheet date (expressed as weighted averages):

	2020	2019
Discount rate	-	1.90%
Future salary increases	-	2.60%
Future pension increases	-	2.30%

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

	At 31 August 2019
Current pensioners	
Males	21.4 years
Females	23.7 years
Future pensioners*	
Males	22.3 years
Females	25.1 years

\* Figures assume members aged 45 as at the last formal valuation date.

**Defined contribution scheme**

The pension cost charge representing contributions payable by the charity to NEST amounted to £3,934 (2019: £7,584). At 31 August 2020 £936 (2019: £5,506) of contributions were payable.

**23. RELATED PARTY DISCLOSURES**

The following transactions took place between the charity and Brunel SEN Multi-Academy Trust (BSEN). The trustee, Mrs J Smith, is CEO and trustee of BSEN.

£87,495 was received from BSEN during the year for student placement fees.

£55,000 was charged from BSEN to UET for time spent by Mrs J Smith on assisting the charity. This amount is unpaid at the year end and is included in accruals.

On 1 September 2019 Horizons College was transferred to Brunel Education (company number 11991915), an exempt charitable company, controlled by Brunel SEN Multi-Academy Trust. Net assets totalling £277,637 were transferred out of UET and into Brunel Education on 1st September 2019. At the year end, UET owed BSEN £87,979 and this amount is included in other creditors.

The Trustee, Mrs J Smith, has rented out a farm building for use by the UET for student education. UET pays a peppercorn rent of £1 per annum.

The son of Trustees' D and S Dinsey is employed by UET and earned £2,298 for the year.

**Uplands Enterprise Trust**

**Notes to the Financial Statements - continued**  
**for the Year Ended 31 August 2020**

**24. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	2020 £	2019 £
<b>Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)</b>	(183,174)	216,358
<b>Adjustments for:</b>		
Depreciation charges	16,095	72,629
Pension service cost less contributions	-	9,000
Pension interest cost	-	2,000
Increase in debtors	(13,590)	(169,822)
(Decrease)/increase in creditors	<u>(107,632)</u>	<u>102,387</u>
<b>Net cash (used in)/provided by operations</b>	<u><b>(288,301)</b></u>	<u><b>232,552</b></u>

**25.. ANALYSIS OF CHANGES IN NET FUNDS**

	At 1.9.19 £	Cash flow £	At 31.8.20 £
<b>Net cash</b>			
Cash at bank and in hand	<u>312,514</u>	<u>(213,174)</u>	<u>99,340</u>
	<u>312,514</u>	<u>(213,174)</u>	<u>99,340</u>
<b>Total</b>	<u><b>312,514</b></u>	<u><b>(213,174)</b></u>	<u><b>99,340</b></u>

**26. AGENCY ARRANGEMENTS**

The academy trust distributes 16-19 bursary funds to students as an agent for ESFA. In the accounting period ending 31 August 2019 the trust received £nil (2019 - £5,900) and disbursed £nil (2019 - £13,768) from the fund. An amount of £nil (2019: £6,974) is included in other creditors relating to undistributed funds that is repayable to ESFA.

**27. COVID 19**

The onset of the COVID 19 pandemic and the impact on non-essential retail resulted in all the UET retail activity closing on 24th March 2020. This closure resulted in six retail staff redundancies. The lease on one charity shop was terminated while the other shops have been repurposed to be used in other areas of the charity's activities. Further details are given in the Trustees Report.