

Charity registration number: 1154672  
Company registration number: 08397315

## **Your Voice in Health & Social Care**

(A Company Limited by Guarantee)

### **Annual Report and Consolidated Financial Statements Year Ended 31st March 2023**

## **Your Voice In Health & Social Care**

### **Annual Report and Financial Statements**

**Year Ended 31<sup>st</sup> March 2023**

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## **Your Voice In Health & Social Care**

### **Charity Reference and Administrative Details**

**Year Ended 31<sup>st</sup> March 2023**

<b>Charity registration number</b>	1154672
<b>Company registration number</b>	08397315
<b>Trustees</b>	R Jones S Sharma H Kaur Kardis T Clark (appointed on 12 Oct 2023) T Spilsbury (appointed on 22 Apr 2024) S Clark, Chair N Hervey (resigned on 17 Apr 2024)
<b>Chief Executive</b>	T Spilsbury
<b>Registered office</b>	45 St. Mary's Road London England W55RG
<b>Auditor</b>	Azets Audit Services Gladstone House 77-79 High St Heathrow TW20 9HY

## **Your Voice In Health & Social Care**

### **Trustees' Annual Report**

#### **Year ended 31st March 2023**

The Trustees present their annual report together with the audited financial statements of Your Voice in Health and Social Care ("the charitable company," "the charity", "YVHSC") for the period 1 April 2022 to 31 March 2023. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

The Trustees' Report and financial statements include the results for the charity and its wholly owned subsidiary, Carers Lewisham.

Since the group and the charitable company qualify as small under section 383 of the Companies Act 2006, the Group Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

#### **Objectives and activities**

##### **a. Objectives and aims for the public benefit**

The objects of the charity (the "Objects") are:-

The advancement of health and the relief of those in need by reason of youth, age, ill-health, disability or financial hardship by:

- a) Providing information and advice to the general public about local health and social care services;
- b) Making the views and experiences of members of the general public known to health and social care providers;
- c) Enabling local people to have a voice in the development, delivery and equality of access to local health and care services and facilities; and
- d) Providing training and the development of skills for volunteers and the wider community in understanding, scrutinizing, reviewing and monitoring local health and care services and facilities.

In setting these objectives, the Trustees have had due regard to public benefit guidance published by the Charity Commission, in accordance with their duty under section 17 of the Charities Act 2011.

##### **b. Activities Undertaken**

The charity has now been established and funded for nine full years. During 2022/23 the charity continued to successfully deliver services by:

1. Engaging with the views of people about their needs and experience of local care services;
2. Continuing to manage YVHSC as an effective organisation.
3. Scrutinising local care services;
4. Ensuring the promotion of continuous improvement of health and social care services;
5. Making the views of residents and their experience of care known to Healthwatch England and the Care Quality Commission (CQC);
6. Ensuring the care services meet the long-term care needs of the people of London and reduce inequalities in care.
7. Supporting the needs of carers, promoting wellbeing, information, advice and signposting to carers and the cared for.
8. Supporting families and carers of children with SEND to access education and social care support.
9. Promoting and providing opportunities for volunteers, interns and work placement students with a view to increasing employability and providing skills and training required for the workplace.

## **Your Voice In Health & Social Care**

### **Trustees' Annual Report (continued)**

#### **Year Ended 31st March 2023**

##### **Objectives and activities (continued)**

##### **c. Achievements and performance**

During 2022/23 YVHSC has:

1. Continued to expand the Healthwatch Directorate to incorporate Healthwatch Hammersmith and Fulham.
2. Reviewed and restructured the Healthwatch Directorate to deliver efficiencies and streamline service delivery. YVHSC handed back Healthwatch (HW) Waltham Forest in an outer London Borough and successfully bid for HW Tower Hamlets, neighbouring existing delivery in Lewisham. This enabled resources to be shared.
3. Expanded Carers provision by securing further Young Cares funding and commencing delivery of Ealing Carers Service and Ealing Short Breaks for Carers service.
4. YVHSC have secured existing contracts in Ealing and Hounslow for 5 and 1 year, respectively.
5. YVHSC have expanded SEND provision to Hounslow SENDIASS Service. This represents an important step into SENDIASS provision that is a statutory requirement.
6. YVHSC have invested in an in-house digital feedback platform and data analysis role and recruited to the YVHSC Evidence and Insight Manager. This reduces expenditure on outsourced digital feedback and offers data analysis across Healthwatch, SEND and Carers provision. The transfer from the incumbent provider was significantly delayed due to systemic delays with Healthwatch England website licenses. This resulted in a overspend on this project.
7. YVHSC have expanded the volunteer hub to provide placements and support across the whole organisation and the Carers Lewisham subsidiary. The hub now provides training and careers advice via employment and college fairs.
8. YVHSC have re-branded the Carers Directorate to the Carers Wellbeing Hub and moved to Your Voice Carers. This is in keeping with current thinking about carers service delivery.
9. YVHSC have continued to advise on specialist areas to promote the patient voice, this has included: Safeguarding, mental health and sexual health.
10. YVHSC recognised the cost-of-living crisis and the impact on staff and awarded all staff, below Chief Executive, a 5% cost of living bonus.

##### **Financial review**

##### **a. Going concern**

This year YVHSC have experienced significant delays in income being realised due to significant delays in local authority payments. Due to these delays YVHSC have had to utilise full reserves at points throughout the year to cover significant delays in income being realised by local authorities. This coupled with the cost-of-living bonus, redundancies to reduce expenditure and extended digital transfer has impacted on the organisational reserves which has led to 2023/24 and 2024/25 identified as consolidation years to improve efficiency and increase current reserves. YVHSC aim to have 6 months of reserves in place by year end 2024/2025.

##### **b. Reserves policy**

The Trustees consider that the maximum level of reserves should be approximately three months of total recurring expenditure, equating to £489,573 (2022- £230,000) for 2023. As part of the organisation's financial review and restructure YVHSC will be seeking to increase reserves to 6 months of total recurring expenditure. In line with Charity Commission recommendations, we will focus on making provisions for unrestricted reserves and ensuring the levels remain adequate to ensure the following:

## **Your Voice In Health & Social Care**

### **Trustees' Annual Report (continued)**

#### **Year Ended 31st March 2023**

##### **Financial review (continued)**

##### **b. Reserves policy (continued)**

- A. Continuity of service across Healthwatch, Carers and SEND Directorates.
- B. Funding of the on-going business and its sustained long-term future.
- C. Funding of new projects.
- D. Funding for specific proposed capital expenditure. .
- E. Protection of employees' jobs.
- F. Provision for rises in statutory charges i.e. NI and Business Rates.

In addition, there are certain underlying needs identified by the Trustees, which are explained below. The Trustees deem it necessary to set aside cover for the loss or reduction of statutory or other funding of specific projects and to provide for any such project that suffers accordingly. Generally, projects are funded on a two-year basis, and it will be our policy to set aside reserves for where funding is not renewed. The Trustees, aware of the responsibility, have taken, and will continue to take, every step available to obtain, where possible, the increased funding necessary to continue their operation or provide for closure costs. i.e. statutory redundancy payments in the case of failed or insufficient funding. The board of Trustees will continue to monitor the levels of all reserves and reviews will be made on a quarterly basis, using, where available, the latest budget information.

As at 31 March 2023, YVHSC held reserves of £40,645 (2022: £135,259) of which £nil (2022: £nil) related to restricted funds. YVHSC's free reserves at 31 March 2023 were £40,643 (2021: £135,259), which is below the target set by the Trustees. Plans are in place to seek new funding streams in the coming years, which are expected to improve the charity's free reserve position.

As at 31 March 2023, the group (YVHSC and Carers Lewisham) held reserves of £517,221 (2022: £883,158), of which £nil (2022: £nil) related to restricted funds. The group's free reserves at 31 March 2023 were £(10,430) (2022: (£173,317)).

During the prior year, the Trustees reviewed the group's income streams. The Trustees identified that income from several of the group's contracts had historically been reported as restricted funding. The Trustees have therefore made a fund transfer during the year, to move historic balances on these contracts to unrestricted funds.

##### **c. Remuneration of key management**

The remuneration of management is benchmarked against other comparable organisations identified both on income and accountability; special attention is given to the organisations responsibilities as a deliverer of statutory responsibilities. In the case of the Chief Executive the salary is adjusted on previous experience and incorporates a bonus structure based on performance.

##### **d. Fundraising**

The charity does not undertake fundraising activities.

## **Your Voice In Health & Social Care**

### **Trustees' Annual Report (continued)**

#### **Year Ended 31st March 2023**

#### **Financial review**

##### **e. Risk Management**

The Board has instructed the Chief Executive to conduct a review of the major risks to which the charity is exposed. A risk register has been established and will be updated annually. The key risks faced by the charity include the cessation of the Healthwatch Hounslow agreement. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. This has led to the organisation implementing a system of emergency procedures and contingency plans. Procedures are in place to ensure compliance with health and safety of staff, volunteers and clients. The Board is committed to ensuring consistent quality of delivery for all operational aspects of the charity. A key element in the management of financial risk is the continued working with an independent accounting service and the setting of the reserves policy and its regular review by the Trustee Board.

#### **Structure, governance and management**

##### **a. Constitution**

The charity is a charitable company limited by guarantee and was incorporated on 11 February 2013. It is also a registered charity and became registered with the Charity Commission on 20 November 2013.

##### **b. Governing Document**

The charitable company is controlled by its governing document, the memorandum and articles of association, adopted on 11 February 2013 and as amended by a special resolution registered at Companies House on 13 November 2013.

##### **c. Recruitment and appointment of Trustees**

New Trustees are introduced to the charity by meetings with the Chair and Chief Executive where they are briefed on the workings of the charity and their responsibilities. They are then invited to attend a committee meeting as an observer.

##### **d. Trustee induction and training**

Trustees are then given an induction pack that includes details on:

- Role description
- Organisational Chart
- Organisational Work plan
- Code of Practice
- Introduction of Board Members
- Budget List of forthcoming meetings
- Guide to Healthwatch
- Policies and Procedures
- Insurance Coverage
- Declaration of Commitment
- Legal Responsibilities & Forms

## **Your Voice In Health & Social Care**

### **Trustees' Annual Report (continued)**

#### **Year Ended 31st March 2023**

##### **Plans for future periods**

Due to the financial pressures prevalent across the Health and Social Care sector YVHSC are seeking to secure contracted work programmes focused on engagement and be less reliant on spot purchase commissioned research activity, this is:

Bid for further Carers contracts through the Carers Lewisham subsidiary and Your Voice Carers

Bid for Healthwatch contracts through the Healthwatch Directorate.

Bid for and develop the YVHSC SEND Directorate to offer greater support to Parents/Carers of children with SEND and diversify the YVHSC offer.

YVHSC will not be bidding on contracts that fail to meet a minimum central cost contribution threshold so as to support efficiency and enable growth of adequate reserves.

##### **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. 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 Group and the Company and of their incoming resources and application of resources, including their 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 Group will continue in business.

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

##### **Disclosure of information to the auditors**

We, the directors of the company who held office at the date of approval of these Financial Statements as set out above each confirm, so far as we are aware, that:

- there is no relevant audit information of which the company's auditors are unaware; and
- we have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.



**Your Voice In Health & Social Care**

**Trustees' Annual Report (continued)**

**Year Ended 31st March 2023**

**Small companies exemption**

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

On behalf of the board



**R Jones**

Trustee

Date:.....10/06/24.....

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# **Independent Auditor's Report to the Members of Your Voice In Health & Social Care**

## **Opinion**

We have audited the financial statements of Your Voice in Health & Social Care (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities (including Income and Expenditure account), Consolidated Balance Sheet, Company Balance Sheet, Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

## **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent 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 group and parent 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 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; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

## **Independent Auditor's Report to the Members of Your Voice In Health & Social Care**

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

In the light of the knowledge and understanding of the group and parent 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 the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies' exemption[s]5 [in preparing the directors' 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 parent 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 group and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

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

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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

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

### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

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:

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud
- Reviewing minutes of meetings of those charged with governance
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and

## Independent Auditor's Report to the Members of Your Voice In Health & Social Care

- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

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.

### 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.

*Azets Audit Services*

Paul Creasey (Senior Statutory Auditor)  
For and on behalf of Azets Audit Services  
Statutory Auditor and Chartered Accountants  
Egham

14 June 2024  
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## Your Voice In Health & Social Care

### Consolidated Statement of Financial Activities (Including Income and Expenditure Account)

Year Ended 31st March 2023

		2023		Total	2022 Total £
		Unrestricted funds	Restricted funds		
	Note	£	£		
<b>Income and endowments from:</b>					
Donations and legacies	3	14,581	-	<b>14,581</b>	<b>16,879</b>
Charitable activities	4	1,524,289	53,487	<b>1,577,776</b>	<b>1,365,080</b>
<b>Total income and endowments</b>		1,538,870	53,487	<b>1,592,357</b>	<b>1,381,959</b>
<b>Expenditure on:</b>					
Charitable activities	5	1,901,829	56,465	<b>1,958,294</b>	<b>1,429,864</b>
<b>Total expenditure</b>		1,901,829	56,465	<b>1,958,294</b>	<b>1,429,864</b>
<b>Net expenditure</b>		(362,959)	(2,978)	<b>(365,937)</b>	<b>(47,905)</b>
<b>Transfers between funds</b>		(2,978)	2,978	-	-
<b>Net movement in funds</b>		(365,937)	-	<b>(365,937)</b>	<b>(47,905)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward	14	883,158	-	<b>883,158</b>	<b>931,063</b>
<b>Total funds carried forward</b>		517,221	-	<b>517,221</b>	<b>883,158</b>

All income and expenditure derive from continuing activities.

The statement of financial activities includes all gains and losses recognised during the year.

# **Your Voice In Health & Social Care**

## **Consolidated Balance Sheet**

**As at 31st March 2023**

	Note	2023 £	2022 £
<b>Fixed assets</b>			
Tangible assets	10	527,651	709,841
		<u>527,651</u>	<u>709,841</u>
<b>Current assets</b>			
Debtors	12	129,928	143,353
Cash at bank and in hand		23,768	108,643
		<u>153,696</u>	<u>251,996</u>
<b>Creditors: amounts falling due within one year</b>	13	(164,126)	(78,679)
<b>Net current (liabilities) assets</b>		<u>(10,430)</u>	<u>173,317</u>
<b>Net assets</b>		<u>517,221</u>	<u>883,158</u>
<b>Group Funds</b>			
Restricted funds	14	-	-
Unrestricted funds	14	517,221	883,158
<b>Total group funds</b>	14	<u>517,221</u>	<u>883,158</u>

The financial statements were approved and authorised for issue by the Board on ...10/06/24.....

Signed on behalf of the board of trustees



**R Jones**  
Trustee

Date:.....10/06/24.....

The notes on pages 17 to 31 form part of these financial statements.

## Your Voice In Health & Social Care

### Company Balance Sheet

As at 31st March 2023

	Note	2023 £	2022 £
<b>Fixed assets</b>			
Tangible assets	10	1,866	6,065
		<u>1,866</u>	<u>6,065</u>
<b>Current assets</b>			
Debtors	12	92,787	105,855
Cash at bank and in hand		23,768	88,615
		<u>116,555</u>	<u>194,470</u>
<b>Creditors: amounts falling due within one year</b>	13	(77,776)	(65,276)
<b>Net current assets</b>		<u>38,779</u>	<u>129,194</u>
<b>Net assets</b>		<u>40,645</u>	<u>135,259</u>
<b>Charity Funds</b>			
Restricted funds	14	-	-
Unrestricted funds	14	40,645	135,259
<b>Total charity funds</b>	14	<u>40,645</u>	<u>135,259</u>

The Company's net movement in funds for the year was a deficit of £94,614 (2022: deficit of £46,481).

The financial statements were approved and authorised for issue by the Board on 10/06/24.....

Signed on behalf of the board of trustees



**R Jones**  
Trustee

Date: .....10/06/24.....

The notes on pages 17 to 31 form part of these financial statements.

**Your Voice In Health & Social Care**

**Consolidated Statement of Cash Flows**

**Year Ended 31st March 2023**

	Note	<b>2023</b> £	2022 £
<b>Cash flow from operating activities</b>	16	<b>(74,986)</b>	<b>66,325</b>
<b>Net cash flow from operating activities</b>		<b>(74,986)</b>	<b>66,325</b>
<b>Cash flow from investing activities</b>			
Purchase of tangible fixed assets		(9,889)	(14,600)
<b>Net cash flow from investing activities</b>		<b>(9,889)</b>	<b>(14,600)</b>
<b>Net (decrease) / increase in cash and cash equivalents</b>		<b>(84,875)</b>	<b>51,725</b>
<b>Cash and cash equivalents at 1<sup>st</sup> April 2022</b>		<b>108,643</b>	<b>56,918</b>
<b>Cash and cash equivalents at 31<sup>st</sup> March 2023</b>		<b>23,768</b>	<b>108,643</b>
<b>Cash and cash equivalents consists of:</b>			
Cash at bank and in hand		23,768	108,643
<b>Cash and cash equivalents at 31<sup>st</sup> March 2023</b>		<b>23,768</b>	<b>108,643</b>



# **Your Voice In Health & Social Care**

## **Notes to the Financial Statements**

### **Year Ended 31st March 2023**

#### **1. Accounting policies**

##### **(a) General information and basis of preparation**

Your Voice in Health and Social Care is a private charitable company limited by guarantee, registered in England and Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 3 of these financial statements.

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 charity meets the definition of a public benefit entity under FRS 102. The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

##### **(b) 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.

Grants are included in the Consolidated Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the Investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

##### **(c) Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, 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 classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

## **Your Voice In Health & Social Care**

### **Notes to the Financial Statements**

#### **Year Ended 31st March 2023**

##### **1. Accounting policies (continued)**

###### **(c) Expenditure (continued)**

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

All expenditure is inclusive of irrecoverable VAT.

###### **(d) Interest receivable**

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

###### **(e) Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost (with the exception of leasehold properties which are carried at valuation) less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Leasehold land and buildings	Straight line over 50 years
Computer equipment	Straight line over 4 years

###### **(f) 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.

###### **(g) 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.

###### **(h) Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated Statement of Financial Activities as a finance cost.

# **Your Voice In Health & Social Care**

## **Notes to the Financial Statements**

### **Year Ended 31st March 2023**

#### **1. Accounting policies (continued)**

##### **(i) Financial instruments**

The Group 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 segment value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

##### **(j) Pensions**

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

##### **(k) Fund accounting**

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

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

##### **(l) Going concern**

The Trustees recognise that the organisation has faced significant financial challenges as budgets continue to be reduced often without commensurate reductions in the services required. During the financial year 2023-24 it was therefore decided to undertake a number of projects to improve the organisation's efficiency overall, which required utilising some of our reserves. This included an IT review, service expansion, infrastructure improvement and responding to the cost-of-living crisis. This coincided with significant delays in local authority payments on existing contracts and a steady increase in all associated costs.

YVHSC has remained robust in honouring all of our contracts and supporting staff across the organisation. YVHSC Trustees are confident that despite a reserve spend and on-going issues with contract payment from local authorities that the efficiency measures put in place put Your Voice in good stead for the future. The Board are clear on the need to maintain this position, and YVHSC have consequently reviewed their new business development and retention objectives and will no longer retain or bid for services that fall below a 20% central cost contribution or that are identified as "loss leaders". YVHSC SEND services have expanded and the organisation is committed to continued growth within realistic financial objectives.

The Board decided to sell the leasehold property owned by Carers Lewisham and carry out a downgrade of activities at the charity, with the following year taken to review the organisation. It is proposed that Carers Lewisham moves to more sustainable accommodation and that for the year 2024-25 Carers Lewisham will not bid for new services while consultation, recruitment to a new committee and the terms and objects of the Charity are reassessed. At the date of approval of these financial statements, the charity has entered into a conditional exchange of contracts for sale.

On this basis, the Board are confident that the charity and the group will remain a going concern and continue to prepare the financial statements on this basis.

## Your Voice In Health & Social Care

### Notes to the Financial Statements

#### Year Ended 31st March 2023

##### (m) Judgements and key sources of estimation uncertainty

No significant judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies.

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

The Leasehold property is included in the financial statements at valuation. The property has been offered for sale post year end and the carrying value reflects the offer received.

#### 3 Income from donations and legacies - group

	2023 £	2022 £
Donations	14,581	16,879
	<u>14,581</u>	<u>16,879</u>

£13,152 of the income above (2022 - £16,879) was attributable to unrestricted and £nil (2022 - £nil) was attributable to restricted funds.

#### 4 Income from charitable activities – group

	2023 £	2022 £
Contractual payments	1,524,289	1,347,611
Performance related grants	53,487	17,469
	<u>1,577,776</u>	<u>1,365,080</u>

£1,524,289 of the income above (2022 - £1,347,611) was attributable to unrestricted and £53,487 (2022 - £17,469) was attributable to restricted funds.

## Your Voice In Health & Social Care

### Notes to the Financial Statements

#### Year Ended 31st March 2023

#### 5 Analysis of expenditure on charitable activities – group

##### a) Summary by activity

	Activities undertaken directly 2023 £	Support costs 2023 £	Total 2023 £
Adult	1,385,422	572,872	1,958,294
Children & Young People	-	-	-
	<b>1,385,421</b>	<b>572,872</b>	<b>1,958,293</b>

	Activities undertaken directly 2022 £	Support costs 2022 £	Total 2022 £
Adult	1,152,518	277,346	1,429,864
Children & Young People	-	-	-
	<b>1,152,518</b>	<b>277,346</b>	<b>1,429,864</b>

##### b) Summary by fund

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Adult	1,901,829	56,465	1,958,294
Children & Young People	-	-	-
	<b>1,901,829</b>	<b>56,465</b>	<b>1,958,294</b>

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Adult	1,412,395	17,469	1,429,864
Children & Young People	-	-	-
	<b>1,412,395</b>	<b>17,469</b>	<b>1,429,864</b>

## Your Voice In Health & Social Care

### Notes to the Financial Statements

#### Year Ended 31st March 2023

#### 6 Analysis of expenditure by activities - group

##### Analysis of direct costs

	Adult 2023 £	Total 2023 £	Total 2022 £
Staff costs	1,281,169	<b>1,281,169</b>	1,071,864
Volunteer Costs	15,171	<b>15,171</b>	4,315
Counselling	2,803	<b>2,803</b>	3,409
Transportation	-	-	1,224
Travelling	329	<b>329</b>	1,764
Partner fees	20,375	<b>20,375</b>	62,627
Don't Tone Alone	-	-	3,960
Staff Training	-	-	2,200
Feedback centre	11,464	<b>11,464</b>	-
Other	54,111	<b>54,111</b>	1,155
Total	1,385,422	<b>1,385,422</b>	1,152,518

##### Analysis of support costs

	Adults 2023 £	Total 2023 £	Total 2022 £
Staff costs	87,950	<b>87,950</b>	50,783
Depreciation	29,238	<b>29,238</b>	24,050
Marketing	7,828	<b>7,828</b>	634
Newsletter	3,050	<b>3,050</b>	10,491
Training	2,585	<b>2,585</b>	5,650
DBS costs	3,220	<b>3,220</b>	3,523
Rent and rates	47,587	<b>47,587</b>	31,364
Travel costs	17,544	<b>17,544</b>	12,430
Office costs	13,821	<b>13,821</b>	11,128
Light & heat	716	<b>716</b>	3,438
Telephone	9,161	<b>9,161</b>	9,069
Postage, printing & stationary	11,257	<b>11,257</b>	18,930
Legal & professional	639	<b>639</b>	12,223
ITTF	29,433	<b>29,433</b>	18,628
Recruitment	28,313	<b>28,313</b>	7,670
Website costs	847	<b>846</b>	910
Computer software & maintenance	22,542	<b>22,542</b>	20,395
Insurance	-	-	362
Hounslow feedback centre	-	-	10,272
Lewisham feedback centre	-	-	15,408
Bank charges	1,317	<b>1,317</b>	566
Subscriptions	-	-	2,692
Governance costs	53,816	<b>53,816</b>	30,618
Consultancy	180	<b>180</b>	-
Impairment of tangible fixed assets	162,842	<b>162,842</b>	-
Other	38,987	<b>38,987</b>	(23,888)
Total	572,872	<b>572,872</b>	277,346

## Your Voice In Health & Social Care

### Notes to the Financial Statements

#### Year Ended 31st March 2023

##### 7 Net income / (expenditure) for the year

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

	2023 £	2022 £
Auditor's remuneration:		
Audit fees: Charity	13,800	10,000
Audit fees: Subsidiary	8,400	6,650
Non-audit fees: Group	4,200	3,350
Prior year auditor:		
Adjustment regarding 2021 fees	-	(2,400)
Depreciation of tangible fixed assets	29,238	24,049
Impairment of tangible fixed assets	162,842	-
	<hr/>	<hr/>

##### 8 Trustees' and key management personnel remuneration and expenses

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

During the year, no Trustee expenses have been incurred (2022: £NIL)

Key management personnel consist of the Trustees and Chief Executive. The emoluments paid to key management for the year totalled £95,165 (2022: £105,837).

##### 9 Staff costs and employee benefits

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

###### Group

	2023 Number	2022 Number
Administrative and operational staff	60	50
	<hr/>	<hr/>

The total staff costs and employee benefits were as follows:

###### Group

	2023 £	2022 £
Wages and salaries	1,234,586	1,015,261
Social security	102,628	77,432
Defined contribution pension costs	35,672	29,954
	<hr/>	<hr/>
	1,372,886	1,122,647
	<hr/>	<hr/>

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 is as follows:

## Your Voice In Health & Social Care

### Notes to the Financial Statements

#### Year Ended 31st March 2023

#### 9 Staff costs and employee benefits (continued)

	2023 Number	2022 Number
£80,001 - £90,000	1	-
£90,001 - £100,000	-	1
	<u>1</u>	<u>1</u>

#### 10 Tangible fixed assets

##### Group

	Long term leasehold property £	Computer equipment £	Total £
Cost or valuation:			
At 1 April 2022	775,956	174,531	<b>950,487</b>
Additions	-	9,889	<b>9,889</b>
At 31 March 2023	<u>775,956</u>	<u>184,420</u>	<u><b>960,376</b></u>
Depreciation:			
At 1 April 2022	77,595	163,050	<b>240,645</b>
Charge for the year	15,519	13,719	<b>29,238</b>
Impairment charge for the year	162,842	-	<b>162,842</b>
At 31 March 2023	<u>255,956</u>	<u>176,769</u>	<u><b>432,725</b></u>
Net book value:			
At 31 March 2023	<u><b>520,000</b></u>	<u><b>7,651</b></u>	<u><b>527,651</b></u>
At 31 March 2022	<u><b>698,361</b></u>	<u><b>11,480</b></u>	<u><b>709,841</b></u>

##### Company

	Computer equipment £	Total £
Cost or valuation:		
At 1 April 2022	31,390	<b>31,390</b>
Additions	3,729	<b>3,729</b>
At 31 March 2023	<u>35,119</u>	<u><b>35,119</b></u>
Depreciation:		
At 1 April 2022	25,324	<b>25,324</b>
Charge for the year	7,929	<b>7,929</b>
At 31 March 2023	<u>33,253</u>	<u><b>33,253</b></u>
Net book value:		
At 31 March 2023	<u>1,866</u>	<u><b>1,866</b></u>
At 31 March 2022	<u>6,066</u>	<u><b>6,066</b></u>



## Your Voice In Health & Social Care

### Notes to the Financial Statements

#### Year Ended 31st March 2023

#### 10 Tangible fixed assets (continued)

The net book value of land and buildings comprised:

	2023 £	2022 £
Land and buildings:		
Long leasehold	520,000	698,361

#### *Tangible fixed assets held at valuation*

The historic cost equivalent of land and buildings included at valuation are as follows:

	2023 Land and buildings £	2022 Land and buildings £
Cost	187,914	187,914
Accumulated depreciation	(22,550)	(18,791)
Net book value	165,364	169,123

Post year end, the subsidiary has entered into a conditional exchange of contracts to sell the leasehold property for £520,000. As such, the carrying value of the property has been impaired to this value.

#### 11 Investments

Your Voice in Health and Social Care is the sole member of Carers Lewisham, a charitable company registered in England and Wales (Company Registration number 03681548; Charity Registration number 1073592).

The results of Carers Lewisham consolidated within these financial statements are as follows:

	2023 £	2022 £
Income from donations & legacies	13,152	15,989
Income from charitable activities	318,162	266,691
Direct charitable expenditure	(318,932)	(180,662)
Support costs	(283,703)	(103,444)
Net expenditure for the year	(271,321)	(1,426)

	31 March 2023 £	31 March 2022 £
Assets	562,926	761,302
Liabilities	(86,350)	(13,405)
	476,576	747,897
Unrestricted funds	476,576	747,987
Restricted funds	-	-
	476,576	747,987

## Your Voice In Health & Social Care

### Notes to the Financial Statements

#### Year Ended 31st March 2023

#### 12 Debtors due within one year

##### Group

	2023 £	2022 £
Trade debtors	124,632	138,057
Prepayments and accrued income	5,296	5,296
	<b>129,928</b>	<b>143,353</b>

##### Company

	2023 £	2022 £
Trade debtors	87,491	100,560
Prepayments and accrued income	5,296	5,295
	<b>92,787</b>	<b>105,855</b>

#### 13 Creditors: amounts falling due within one year

##### Group

	2023 £	2022 £
Bank overdraft	48,207	-
Trade creditors	-	(6)
Other tax and social security	43,446	22,763
Other creditors	10,307	4,713
Accruals and deferred income	62,166	51,209
	<b>164,126</b>	<b>78,679</b>

##### Company

	2023 £	2022 £
Other tax and social security	37,713	18,708
Other creditors	2,575	3,122
Accruals and deferred income	37,488	43,446
	<b>77,776</b>	<b>65,276</b>

# Your Voice In Health & Social Care

## Notes to the Financial Statements

### Year Ended 31st March 2023

#### 14 Statement of funds

##### Unrestricted funds - Group

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2023 £
Unrestricted	259,768	1,538,870	(1,901,829)	159,864	56,673
Revaluation reserve	623,390	-	-	(162,842)	460,548
	<b>883,158</b>	<b>1,538,870</b>	<b>(1,901,829)</b>	<b>2,978</b>	<b>517,221</b>

  

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2022 £
Unrestricted	(187,131)	1,364,490	(1,412,395)	494,804	<b>259,768</b>
Revaluation reserve	682,194	-	-	(58,804)	<b>623,390</b>
	<b>495,063</b>	<b>1,364,490</b>	<b>(1,412,395)</b>	<b>436,000</b>	<b>883,158</b>

##### Unrestricted funds - Charity

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2023 £
Unrestricted	<b>135,261</b>	1,288,042	(1,382,658)	-	<b>40,645</b>
	<b>135,261</b>	<b>1,288,042</b>	<b>(1,382,658)</b>	<b>-</b>	<b>40,645</b>

##### Restricted funds - Group

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2023 £
General Restricted	-	53,487	(56,465)	2,978	-
	-	53,487	(59,465)	2,978	-

## Your Voice In Health & Social Care

### Notes to the Financial Statements

#### Year Ended 31st March 2023

#### 14 Statement of funds (continued)

##### Restricted funds – Group (continued)

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2022 £
General Restricted	-	17,469	(17,469)	-	-
Healthwatch Hounslow	233,622	-	-	(233,622)	-
Healthwatch Ealing	21,636	-	-	(21,636)	-
Healthwatch Waltham Forest	18,338	-	-	(18,338)	-
Healthwatch Bromley	8,102	-	-	(8,102)	-
Training & Research	2,110	-	-	(2110)	-
Other income	1,773	-	-	(1,773)	-
Clinical Commissioning Groups (CCG)	150,419	-	-	(150,419)	-
	<u>436,000</u>	17,469	(17,469)	(436,000)	-

##### Restricted funds - Charity

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2023 £
Restricted	-	-	-	-	-
	<u>-</u>	-	-	-	-

##### Healthwatch Hounslow

Funds received from London Borough of Hounslow (LBH) to deliver Healthwatch Hounslow, under a service agreement for the period from 1 April 2017 to 31 March 2023.

##### Healthwatch Ealing

Funds received from London Borough of Ealing (LBE) to deliver Healthwatch Ealing, under a service agreement for the period from 1 April 2017 to 31 March 2023.

##### Healthwatch Waltham Forest

Funds received from London Borough of Waltham Forest (LBWF) to deliver Healthwatch Waltham Forest and Advocacy service, under a service agreement for the period from 1 April 2017 to 30 June 2022.

##### Training and research

Funds received for a single piece of research from Ealing CCG and to provide training and engagement events.

##### Clinical Commissioning Groups (CCG)

CCG's have moved towards funding activities predominantly focused on engagement. These have included funding for digital feedback of patient experience, winter resilience education and training; Self-care and prevention including social prescribing and expanded enter and view.

## Your Voice In Health & Social Care

### Notes to the Financial Statements

#### Year Ended 31st March 2023

##### 15 Analysis of net assets between funds - group

	Unrestricted funds 2023 £	Revaluation reserve 2023 £	Restricted funds 2023 £	Total 2023 £
Tangible Fixed assets	67,103	460,548	-	<b>527,651</b>
Net current assets	(10,430)	-	-	<b>(10,430)</b>
Total	<b>56,673</b>	<b>460,548</b>	-	<b>517,221</b>

  

	Unrestricted funds 2022 £	Revaluation reserve 2022 £	Restricted funds 2022 £	Total 2022 £
Tangible Fixed assets	86,451	623,390	-	<b>709,841</b>
Net current assets	173,317	-	-	<b>173,317</b>
Total	<b>259,768</b>	<b>623,390</b>	-	<b>883,158</b>

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

	Group 2023 £	Group 2022 £
Net expenditure for the year (as per SOFA)	<b>(365,937)</b>	(47,905)
Depreciation of tangible fixed assets	<b>29,238</b>	24,049
Tangible fixed asset impairments	<b>162,842</b>	-
Recognition of previously unidentified cash balances	-	33,248
Decrease in debtors	<b>13,425</b>	73,558
(Decrease) / increase in creditors	<b>85,446</b>	(16,623)
Net cash flow from operating activities	<b>(74,986)</b>	66,327

##### 17. Analysis of changes in net funds

	At 1 April 2022 £	Cashflows £	At 31 March 2023 £
Cash at bank and in hand	<b>108,643</b>	(84,875)	<b>23,768</b>

## Your Voice In Health & Social Care

### Notes to the Financial Statements

#### Year Ended 31st March 2023

##### 18. Financial instruments

The carrying value of the Group's financial instruments are as follows:

	2023 £	2022 £
<i>Financial assets</i>		
Debt instruments measured at amortised cost:		
- Trade debtors	124,632	138,057
<i>Financial liabilities</i>		
Measured at amortised cost:		
Trade creditors	-	(6)
Other creditors	10,307	4,713

##### 19. Pension contributions

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £28,727 (2022 - £23,809), amounts totalling £3,565 (2022: £2,003) were payable to the fund at the balance sheet date and are included in creditors.

##### 20. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £1 for the debts and liabilities contracted before he/she ceases to be a member.

##### 21. Related party transactions

The group has taken advantage of the exemption not to disclose transactions entered into between group companies as the subsidiary is wholly owned. No disclosable related party transactions have been identified in the year.

##### 22. Controlling parties

The Trustees consider that there is no controlling party.