NEW DIRECTIONS SUPPORT

England & Wales · Charity number 1162393

Details

Status	Registered
Legal form	Charitable company
Company number	08617386
Registered	2015-06-24
Register	View on the Charity Commission register

Contact

Address	Stafford Education &Enterprise Park Weston Road Stafford ST18 0BF
Phone	01785904677
Email	info@newdirectionssupport.org.uk
Website	www.newdirectionssupport.org.uk

Activities

Objects: FOR THE PUBLIC BENEFIT, THE RELIEF OF THOSE IN NEED BY REASON OF DISABILITY BY THE PROVISION OF DAY ACTIVITIES FOR ADULTS, OVER THE AGE OF 18 YEARS, IN THE COUNTY OF STAFFORDSHIRE, IN PARTICULAR THE PROVISION OF STRUCTURED ACTIVITIES RELATED TO EDUCATION, LEISURE AND WORK-PREPARATION.

Activities: For the public benefit, the relief of those in need by reason of disability by the provision of day activities for adults, over the age of 18 years, in the county of Staffordshire, in particular the provision of structured activities related to education, leisure and work-preparation.

Classification

- **How:** Provides Services
- **What:** Disability
- **Who:** People With Disabilities

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Geography

- Staffordshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-07-31	£469,752	£367,385	-	-
2024-07-31	£379,534	£351,151	-	-
2023-07-31	£359,730	£311,308	-	-
2022-07-31	£298,391	£283,538	-	-
2021-07-31	£264,308	£231,858	-	-

Trustees

Name	Role	Appointed
SARA JONES	Chair	2015-06-24
Denise Jane Tolson		2016-10-24
Derek John Follows		2018-06-11
Helen Bancroft-Morris		2025-06-18
JEREMY STOKES		2015-06-24
Julie Yates		2018-06-11

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NEW DIRECTIONS SUPPORT

England & Wales - Charity number 1162393

Accounts

Company registration number: 08617386

Charity registration number: 1162393

New Directions Support

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 July 2025

Daryl Denson ACMA
VAST
The Dudson Centre
Hope Street
Hanley
Stoke-on-Trent
ST1 5DD

New Directions Support

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New Directions Support

Reference and Administrative Details

Trustees	Sara Jones, Chair Jerry Stokes Denise Tolson Derek Follows Julie Yates Alice Lord
Senior Management / Leadership Team	Jill Aldridge, Chief Officer Jennie Stockley, Operations Manager
Registered Office	Stafford Education & Enterprise Park Weston Road Stafford ST18 0BF The charity is incorporated in England and Wales.
Company Registration Number	08617386
Charity Registration Number	1162393
Bankers	Santander 1 Market Square Stafford ST16 2JH
Independent Examiner	Daryl Denson ACMA VAST The Dudson Centre Hope Street Hanley Stoke-on-Trent ST1 5DD

New Directions Support

Trustees' Report (incorporating The Directors' Report)

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements of the charitable company for the year ended 31 July 2025.

New Directions Support commenced operations on 3 December 2013 and is now in its 12th year of operation. Initially operated as a Community Interest Company (CIC) the organisation was formally registered as a charity on 24 June 2015.

This report accompanies the New Directions Support Accounts for the period 1 Aug 2024 to 31 July 2025.

Objectives and activities

Objects and aims

For the public benefit, the relief of those in need by reason of disability by the provision of day activities for adults, over the age of 18 years, in the county of Staffordshire, in particular the provision of structured activities related to education, leisure and work-preparation.

The main activity of New Directions Support is the provision of a varied and structured programme of day opportunities for adults with a learning disability. Referrals can be made to the service from anyone with a learning disability or their carer who meets the eligibility criteria and lives within Stafford and the surrounding area. Otherwise, service users may self-fund.

Public benefit

The main activity of New Directions Support is the provision of a varied and structured programme of day opportunities for adults with a learning disability. Referrals can be made to the service from anyone with a learning disability who meets the eligibility criteria and lives within Stafford and the surrounding area. Otherwise service users may self-fund.

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Structure, governance and management

Nature of governing document

The charity is operated under the rules of its memorandum and articles incorporated 19 July 2013 as amended by special resolution and certificate of incorporation on change of name dated 7 May 2015.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Governance

During the accounting period the Charity continued with a prominent level of governance from the board of voluntary trustees. Trustees held quarterly meetings either virtually or face to face. All meetings were minuted.

At the end of the period there was one change to the board of trustees with Alice Lord resigning and a new member, Helen Bancroft-Morris joining in June 2025. This means that there are still 6 numbered trustees on the board whilst the organisation seeks to recruit further members. Trustees are encouraged to visit the service and attend functions and events, as well as visiting on an ad-hoc basis.

The service continued to be managed on a day-to-day basis by a Chief Officer, assisted by an Operations Manager. Unfortunately, the Operations manager was diagnosed with a terminal illness in April 2025 and resigned in June 2025. As of July 2025, recruitment is ongoing in order to gain a new Operations Manager. The Chief Officer reported to the board on a range of indicators, including any serious incidents, accidents and safeguarding issues. The financial performance of the organisation was monitored against predicted budgets and spends were reported at each meeting against expected financial targets. Policies were approved by the board of trustees to support the governance of the organisation. The trustees held a public AGM in December 2024 where all trustees were re-elected to the board.

The trustees remuneration sub-committee met in January 2025. There was a discussion around the 5% rate increase imposed by ‘The real Living wage’ which New Directions Support agreed to implement across all of the staffing team on 1st April 2025

Recruitment and appointment of trustees

Trustees of New Directions Support are appointed through a fair and transparent process which follows the organisations Equal Opportunities Policy. Vacancies for trustees are advertised with a summary of the skills and/or experience sought and advertised at both a national and local level. Terms of reference for trustees are available and are sent to candidates, who then undergo a selection process, again following the organisation’s equal opportunities policy. All applicants are interviewed by at least two people, including the Chair of Trustees, where their skills and suitability are appraised against the terms of reference. Trustees are made up of individuals with a range of skills and experience and, when deciding on a replacement for an existing trustee, due regard is made for the type of skills required from any replacement in order to support the board.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Organisational Structure and Management

During the period, the organisational management and finance staffing structure changed due to the resignation of the Operations Manager. Jill Aldridge remains as the Chief Officer and was supported by an Operations Manager until June 2025 when she resigned. The Service Coordinator stepped up as Assistant Operations Manager in June 2025 to safeguard the management structure whilst an effort to recruit a new Operations Manager was underway. Management is supported by a Finance and Administration Officer part time (16.5hrs). The remainder of the contracted staff work as support workers either on fixed hour contracts or in the capacity of bank staff. The organisation also employs a part time cleaner (3 hrs)
At the end of July 2025, the organisation had 653.5 support hours each week. In total at the end of the period there were 15 permanent staff including the cleaner and 3 bank staff.

Human Resources
During this financial period there has been a lot of legislation changes to employment law. It was decided to consult HR Quest who New Directions Support have access to for any HR, health and safety, tax and legal advice. An overhaul and audit was carried out of all mandatory policies, employee handbook and staff contracts. It was then decided to pay a monthly fee to HR Quest to continuously review and update policies automatically as and when needed. This was necessary to ensure company compliance and accuracy with the many policy changes. The HR company continue to review all policies and amend when new laws and legislative changes occur.

Venues

New Beacon Buildings
During the accounting period New Directions Support continued to operate from its premises at Staffordshire Education & Enterprise Park in Stafford. The head office has moved to the first floor which is much nearer to the service. The other two rooms used for sessions are working very well as they are large, well-lit and adaptable, in order to facilitate a variety of different activities. The larger room which is used for ‘the arts’ has had an adjoining wall soundproofed by the landlords in order for the groups to enjoy, music, drama and dance without interrupting other tenants. The two ground floor rooms have a shared, well-equipped kitchen.

The Life Skills Centre
New Directions Support continues to make beneficial use of the Life Skills Centre, which is situated on the same grounds as the other rooms at the village. Being based here has allowed the organisation to widen its offer to individuals in order to continue to meet more diverse individual needs and outcomes. It also provides a dedicated resource for independent living skills with a fully fitted kitchen, teaching area, outdoor workshop and gardens. A recent scheme to redecorate the whole facility and add a sensory wall has enhanced the environment and has been a welcome focal point.
One of the unused rooms has now been dedicated to ‘communication’. In here service users can spend 1:1 time with our newly employed communication ambassador. The outcome is to find new ways and resources to enable individuals to communicate more successfully, especially if they are non-verbal or find communication challenging.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

External Developments

Staffordshire County Council: The Community Offer:

A substantial amount of the service users attending New Directions Support in July 2025 come through Staffordshire County Council, with funding for individuals either provided through directly managed budgets or via a system of direct payments to carers. This amounts to some 55% of income. Hence the contractual basis by which the County Council purchases services is key to the operating model of New Directions Support. The County Council determine the pricing all day opportunities providers charge per service user.
The remaining service users are self-funded or funded by the NHS.

During this accounting period there were a number of donations totalling £1326. One of the donations for £500 was given specifically to treat the staff in recognition of their excellent work. This was received from an organisation who works in the same building as New Directions Support and they commented on how hard working, dedicated and caring the staff are. The other donations will be spent directly on the service users and they will help to choose how it is spent.

Sustainability and Ethics

With a growing societal awareness of the need for organisations to become more ethical, and to work in more sustainable ways, New Directions Support continues to work as ethically as possible around a policy which was approved by the Board of Trustees in July 2019. This policy laid out defined ways of ethical working which promote an ethical and sustainable stance by the organisation.
During the accounting period the organisation has continued to be more ethical and sustainable. The organisation continues to use recycled paper and products and printing is kept to essential documents only. Even more carers and parents are using emails for invoices and receipts. Those who still wish to receive hard copies are still doing so but rather than using postage they are given directly to service users to take home which has reduced the carbon footprint greater still. Service users still bring in refillable bottles for refreshments and plastic waste is used in sessions to make use of the materials. The “Upcycle” session has continued to raise awareness and educates families and staff of the benefits of re-using items. Local products are also sourced throughout the organisation in order to reduce the carbon footprint.
Staff who are session leads and who plan for activities now use cloud-based software to produce and file plans which is visible to all staff via the smartboards in each room. This has had a massive impact and has reduced paper and ink since being implemented throughout this accounting period.
There is a charity shop on-site and all staff are encouraged to seek out resources and items which can be obtained cheaply rather than buying brand new.
Additionally, when service uses go into the local town to use facilities they ask if equipment, consumables are needed rather than asking a separate trip.
Staff use their own transport to bring in service users. The transport rota is meticulously and thoroughly scrutinised to ensure that all routes are the shortest possible in order to keep costs down and to be as efficient as possible. Long journeys for sessions throughout the week are also kept to a minimum.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Internal Developments

The organisation continued to develop services and initiatives. Some of the key ones are highlighted below.

Performance and Achievements

Performance: Attendance Statistics
At the start of the accounting period, New Directions Support provided services for 45 people. Although service users changed during this period, as of July 2025 there were still 45 service uses being given support. This equates to an average daily attendance of 20 people and 653.5 hours of service-delivery Monday to Friday (20.5 hours more than the last accounting period) This shows a service that has slightly grown. There had been a general consensus between all local service providers for day opportunities that there had been a real lack of referrals. However, during the last half of this accounting period there have been an increase in referrals and potential new service users.

Quality Assurance
As part of ongoing quality assurance, New Directions Support seeks to gather the views of all the main stakeholders each year. This includes surveys of both staff and carers views and the results are published in an annual “impact report” which is made available publicly at the AGM. In addition, a survey is now offered to service users and is designed to capture real and honest opinions from as many individual service users as possible. This is down to the employment of and in-house communications officer who has devised methods of communication for service users who may have barriers to communication. All survey response are listened to and addressed but primarily there is an overall positive response from staff, parents, carers and service users alike.

Out**comes Monitoring**
After a period of a healthy Income over expenditure it was agreed by the board of trustees that an amount of approximately £5000 would be set aside to invest in the organisation by means of making improvements. Some of the funds were spent on a dance workshop ran by a professional dance teacher, new kitchen equipment for the life skills centre which primarily included a new microwave oven and a standard oven. Another workshop was funded during this period which was a glass fusion session. The group made glass Christmas decorations which went on to be proudly displayed in the local church for the Christmas tree festival which New Directions Support take part in every year. All of the funds invested were to enhance the service and to further benefit the service users.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Achievements and performance

Achievements
During this accounting period staffing recruitment and retention has improved from the challenges of the previous year and staff numbers are adequate and stable meaning that the organisation has been able to continue to operate safely and to offer the quality service.
The continuity of quality, well planned and meaningful sessions has been achieved and there has been positive feedback from parents, carers and service users concerning the management and staff and how well the organisation provides for the person they care for.
New Directions Support have entered a few competitions this year and were very successful in being awarded a £50 cheque for the superb art entries into the annual Green Arts Festival.

Community Links
A key focus of the organisation is always to be present in the community and build positive relationships within it. The immediate community building where New Directions Support are based has proven beneficial for the service users. Other tenants and organisations take an interest in the activities on offer and will interact with staff and service users which is important for adults who may learn differently to be treated equally in society. During this accounting year New Directions support have continued to use the local area for leisure and education. Visits to the local town and shops are frequent as well at taking advantage of the countryside when being active. The service users also travelled further afield and used facilities in Warwickshire and Derbyshire.

In-House Resources
As a charity, the organisation does not look to make a profit and any excess income over expenditure is then able to be diverted into resources during the financial period. During 2024/2025 New Directions Support made small capital spends to supplement existing resources. This investment included a new interactive smartboard to replace one that was purchased over 7 years ago and was no longer working correctly.

The Life Skills Centre has also proved to be extremely useful. The cookery sessions continue and the group has explored many foods The continued independent living skills is a vital part for the development of service users who have managed to achieve some of the outcomes set. Users have continued to develop confidence, knowledge and new skills where individuals can learn about nutrition, health and safety and horticulture. With the new raised beds in place even more service users will be able to participate in growing produce. In this period the raised beds have really been an asset as the service uses had bumper crops of vegetables which meant that as well as enjoying home grown produce, the group saved money on the groceries purchased.

A particular favourite session during this period is the relatively new ‘Worldwise’ group. The focus of the group is to concentrate on all aspect of the world we live in and how our actions can help the planet or indeed have a negative impact. The group have covered many topics and one of the favourites was a 6-week programme learning all about bees. This was concluded with a very interesting visit from a beekeeper who brought along and active hive.

Carers Links
New Directions Support holds coffee mornings approximately every 8 weeks. This is an opportunity for parents and carers to come together and discuss any issues they may have or ideas for the service. This is also a good opportunity to pass on any information regarding funding, legislation or operational changes. The ongoing issues with the way the local authority has changed the way they pay service users to attend has been a topic of conversation during this year and New Directions Support has been able to update parents and carers as well as support them if issues have arisen. Often speakers and other professionals are invited to these sessions who offered advice to parents and carers if needed. Other effective communication is maintained with all carers by means of quarterly newsletters and letters sent out by the Chief Officer. The annual carers survey was sent out and completed during this period.

Professional Relationships
New Directions Support are members of The Chambers of Commerce who offer access to HR, legal, tax and health and safety support to all which is delivered by Quest HR. Due to ongoing legislation changes and the need to consult professionals to ensure compliance, New Directions Support now have a silver package subscription with Quest HR who review all policies and add in new legislation as and when the changes occur. This ensures that new Directions Supports policies are all legal and up to date.

The organisation also uses Westfield Health who give discounts to all Chamber of commerce members. Westfield Health provide standard EAP benefits and in addition to that there are enhanced health benefits for its members including 24/7 doctors' advice, fast track to MRI scans and x-rays. Staff using the service can also claim back capped costs for opticians and dentistry. The benefit also offers rewards for high street shopping and online companies similar to a blue-light card which New Directions Support also pay for staff membership.

The organisation is an accredited centre for DMI (De-escalation, Management Intervention) and retains links with specialist staff at St Georges Hospital (Part of MPFT) to support ongoing training and development of this critical area of the work.

New Directions Support continues to work in partnership with a wide range of health and social care professionals including Staffordshire County Council Commissioners, Social Workers, Community Nurses, Speech and Language Therapists, and Psychological Services, and the organisation is seen as part of a multi-disciplinary approach to meeting the needs of individuals.

The organisation has renewed their membership with SCARP who are an independent body who represent care services in Staffordshire.

The whole staffing team continues to attend mandatory and other training courses. A robust training matrix is in place and staff are trained in Safeguarding, Handling of Medication, Epilepsy and administration of Buccal Midazolam, Equality and diversity & food hygiene.

Two senior staff are now trained as fire wardens. Three key staff are now qualified first aiders. One senior staff member is Health and Safety trained as well as now being risk assessment trained.

Four members of staff completed a course at Hobbycraft which enables them to use the 'Cricut' machine. One other staff member attended a sewing course and has been teaching the service users to sew. These courses will further enhance the quality of the sessions.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Financial review
The following are of note in respect of the accounts for the period August 1st 2024 to July 31st 2025.
Income
During this financial period Staffordshire County Council changed the way they funded individuals and banded people low, medium, high with a price attached to each band. These rates are set by the local authority and not the provider. New Directions Support had historically low daily rates and the new local authority rates average out higher than the rates previously set by New Directions Support. SCC packages accounted for 53% of service users, 43% being self-funders and 4% funded by the NHS.
This resulted in the income which included bank interest and donations for the period being £469,752 which is an increase of 15.9 % against the budgeted £405,168.

Expenditure
Individual expenditure groups continue to be monitored monthly against the budget set by Trustees at the start of the period, and budget monitoring remains an important part of the financial controls within the organisation.

Like any organisation providing human services, the staffing budget remains the single biggest expenditure within the budget and direct staffing costs were forecast at some 80% of turnover.

Due to a healthy Income over Expenditure in previous accounting periods it was agreed by the board of trustees that New Directions Support should invest approximately £5000 in order to improve facilities, obtain better and newer resources, buy in subject matter experts to run sessions as well as treat the service users.

This led to a final expenditure for the organisation of £367,385 against a predicted spend of some £405,913 which is an underspend of £38,528.

Overall, over the 12-month period, the organisation continued to see a sustainable financial performance with an excess of income over expenditure of 15.85%. Due to a healthy contingency allowance and strict budget management this meant that no use had to be made of the organisation’s initial reserves available at the start of the financial year.

Policy on reserves

The organisation has a Financial Procedures Policy which was formally adopted by trustees on 19/10/2015 and amended in June 2016. This document includes the policy on reserves. This policy is given here.

a) Charity law requires any income received by a charity to be spent within a reasonable period of receipt.
b) The Charity will keep a working financial balance equal to approximately one month's operating costs within the current account.
c) Trustees will be able to justify the holding of any surplus income above this as reserves.
d) Reserves will be that part of the charity's unrestricted income funds that is freely available to spend.
e) The level of reserves held throughout the year will be monitored through the year and kept under review to ensure it meets a charity's changing needs and circumstances.
f) The Charity will aim to ensure that it builds sufficient reserves to ensure it can continue to operate and maintain its financial commitments for a six-month period without income.
g) This period of time is deemed long enough for alternative sources of funding to be investigated.
h) The reserves will cover staffing and running costs for the six-month period as well as outstanding leases and commitments due by the charity if it were wound up after this six-month period.
i) Trustees will review the amount held within reserves and the charities financial commitments under this reserves policy on a regular basis.
j) This reserves policy will be set out in the trustees' annual report.
Notes:
i. At the end of the accounting period the organisation had £426,856(2024 £324,489) in free reserves.
ii. As per the above policy the organisation continues to aim to have 6 months operating and closedown costs in reserve assuming no income. The exact amount of this would depend on a number of factors but is likely to be over £175,000 depending on the model used and the time of year it occurred (Figures correct as of July 2025).
iii. In addition to allowing for the closedown contingencies the reserves also allow the organisation to manage annual fluctuations in income as referral rates change.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Risks

New Directions Support keeps a register of strategic risks along with control measures, and the organisation's strategic planning allows control of potential risks. Internal control risks are minimised by the implementation of financial procedures under the organisation's financial policy, and the organisation has formalised health and safety, whistleblowing and safeguarding policies which all staff are obliged to follow. The Operations Manager attended a training course to further her knowledge and skills when writing and implementing risk assessments. This further ensures that a robust risk management process is in place.

The organisation has a process of operational risk assessments for both environmental and service user-specific hazards, and all staff are required to confirm their understanding of, and compliance with, the control measures. All risk assessments are reviewed regularly. The organisation has a policy for dealing with serious incidents which includes a requirement to inform the Chair of Trustees at the time. These are then reported on at the next Trustees Board Meeting. Accidents are recorded as per health and safety legislation and are reported to the Board of Trustees, along with any subsequent actions.

Small company statement

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006

The annual report was approved by the trustees of the charity on 3rd Dec and signed on its behalf by:

Sara Jones
Trustee

New Directions Support

Independent Examiner's Report to the trustees of New Directions Support ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 July 2025.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

.....

Daryl Denson ACMA

VAST
The Dudson Centre
Hope Street
Hanley
Stoke-on-Trent
ST1 5DD

Date: 15/01/2026

New Directions Support

Statement of Financial Activities for the Year Ended 31 July 2025 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Total 2025 £
Income and Endowments from:				
Donations and legacies	3	1,326	-	1,326
Charitable activities	4	457,149	-	457,149
Investment income	5	11,277	-	11,277
Total income		469,752	-	469,752
Expenditure on:				
Charitable activities	6	(367,385)	-	(367,385)
Total expenditure		(367,385)	-	(367,385)
Net income		102,367	-	102,367
Net movement in funds		102,367	-	102,367
Reconciliation of funds				
Total funds brought forward		324,489	1,396	325,885
Total funds carried forward	14	426,856	1,396	428,252

	Note	Unrestricted funds £	Restricted funds £	Total 2024 £
Income and Endowments from:				
Donations and legacies	3	122	-	122
Charitable activities	4	372,674	-	372,674
Investment income	5	6,738	-	6,738
Total income		379,534	-	379,534
Expenditure on:				
Charitable activities	6	(350,467)	(684)	(351,151)
Total expenditure		(350,467)	(684)	(351,151)
Net income/(expenditure)		29,067	(684)	28,383
Net movement in funds		29,067	(684)	28,383
Reconciliation of funds				
Total funds brought forward		295,422	2,080	297,502
Total funds carried forward	14	324,489	1,396	325,885

All of the charity's activities derive from continuing operations during the above two periods.

The funds breakdown for 2024 is shown in note 14.

New Directions Support

(Registration number: 08617386)
Balance Sheet as at 31 July 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	10	335	670
Current assets			
Debtors	11	43,662	2,641
Cash at bank and in hand	12	388,056	328,696
		431,718	331,337
Creditors: Amounts falling due within one year	13	(3,801)	(6,122)
Net current assets		427,917	325,215
Net assets		428,252	325,885
Funds of the charity:			
Restricted income funds			
Restricted funds	14	1,396	1,396
Unrestricted income funds			
Unrestricted funds		426,856	324,489
Total funds	14	428,252	325,885

For the financial year ending 31 July 2025 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements on pages 13 to 25 were approved by the trustees, and authorised for issue on 3rd Dec and signed on their behalf by:

Sara Jones
Trustee

1 Charity status

The charity is a charity limited by guarantee registered in England and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

2 Accounting policies

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

Statement of compliance
The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). They also comply with the Companies Act 2006 and Charities Act 2011.

Basis of preparation
New Directions Support meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Going concern
The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

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

Donations and legacies

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

Investment income

Interest on bank deposits is recognised in the period in which it is earned.

Expenditure
All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Charitable activities

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

Governance costs
These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustees meetings and reimbursed expenses.

Taxation
The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Tangible fixed assets
Individual fixed assets costing £500.00 or more are initially recorded at cost.

Depreciation and amortisation
Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Computer Equipment	20% Straight Line
Furniture and fittings	20% Straight Line

Trade debtors
Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents
Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors
Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Fund structure
Unrestricted income funds are general funds that are available for use at the trustees discretion in furtherance of the objectives of the charity.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Financial instruments

Classification

Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument.
Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

Recognition and measurement

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and liabilities are only offset in the statement of financial position when, and only when there exists a legally enforceable right to set off the recognised amounts and the charity intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets are derecognised when and only when a) the contractual rights to the cash flows from the financial asset expire or are settled, b) the charity transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the charity, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

3 Income from donations and legacies

	Unrestricted funds General £	Total 2025 £
Donations and legacies;		
Donations from individuals	1,326	1,326
	1,326	1,326

	Unrestricted funds General £	Total 2024 £
Donations and legacies;		
Donations from individuals	122	122
	122	122

4 Income from charitable activities

	Unrestricted funds General £	Total 2025 £
Provision of services	457,149	457,149

	Unrestricted funds General £	Total 2024 £
Provision of services	372,674	372,674

5 Investment income

	Unrestricted funds General £	Total 2025 £
Interest receivable and similar income;		
Interest receivable on bank deposits	11,277	11,277
	11,277	11,277

	Unrestricted funds General £	Total 2024 £
Interest receivable and similar income;		
Interest receivable on bank deposits	6,738	6,738
	6,738	6,738

6 Expenditure on charitable activities

	Activity undertaken directly £	2025 £
Salaries	280,085	280,085
Employers NI	9,942	9,942
Travel and general expenses	12,819	12,819
Training	1,645	1,645
Gas	3,922	3,922
Repairs and renewals	1,412	1,412
Accounts preparation & independent examination	792	792
Insurance	1,280	1,280
Legal fees	34	34
Bank charges	90	90
Rent	30,122	30,122
Depreciation	335	335
Purchases	2,742	2,742
Printing, postage & stationery	755	755
Publicity	134	134
Room hire	314	314
Sundries	3,077	3,077
Bungalow	446	446
Computers and software	4,627	4,627
Pensions	3,997	3,997
Projects	400	400
Health Scheme	1,294	1,294
Capital spends	5,025	5,025
Occupational Health	478	478
Consultancy	1,618	1,618
	367,385	367,385

	Activity undertaken directly £	2024 £
Salaries	263,936	263,936
Employers NI	10,853	10,853
Travel and general expenses	12,698	12,698
Training	2,111	2,111
Gas	2,288	2,288
Repairs and renewals	2,414	2,414
Accounts preparation & independent examination	756	756
Insurance	1,362	1,362
Legal fees	2,186	2,186
Bank charges	90	90
Rent	29,086	29,086
Depreciation	905	905
Purchases	1,610	1,610
Printing, postage & stationery	854	854
Publicity	129	129
Sundries	1,509	1,509
Bungalow	2,351	2,351
Computers and software	3,541	3,541
HR	499	499
Pensions	4,412	4,412
Projects	684	684
Health Scheme	1,152	1,152
Capital spends	5,725	5,725
	351,151	351,151

7 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.

8 Staff costs

The aggregate payroll costs were as follows:

	2025 £	2024 £
Staff costs during the year were:		
Wages and salaries	280,085	263,936
Social security costs	9,942	10,853
Pension costs	3,997	4,412
	294,024	279,201

The monthly average number of persons (including senior management / leadership team) employed by the charity during the year expressed as full time equivalents was as follows:

	2025 No	2024 No
Employees	18	17

No employee received emoluments of more than £60,000 during the year.

The total employee benefits of the key management personnel of the charity were £58,471 (2024 - £68,536).

9 Taxation

The charity is a registered charity and is therefore exempt from taxation.

10 Tangible fixed assets

	Furniture and equipment £	Total £
Cost		
At 1 August 2024	1,675	1,675
At 31 July 2025	1,675	1,675
Depreciation		
At 1 August 2024	1,005	1,005
Charge for the year	335	335
At 31 July 2025	1,340	1,340
Net book value		
At 31 July 2025	335	335
At 31 July 2024	670	670

11 Debtors

	2025 £	2024 £
Trade debtors	36,372	(2,414)
Prepayments	7,290	5,055
	43,662	2,641

12 Cash and cash equivalents

	2025 £	2024 £
Cash on hand	100	51
Cash at bank	132,888	104,043
Short-term deposits	255,068	224,602
	388,056	328,696

13 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	22	-
Other taxation and social security	2,134	3,479
Pension scheme creditor	853	1,887
Accruals	792	756
	3,801	6,122

14 Funds

	Balance at 1 August 2024 £	Incoming resources £	Resources expended £	Balance at 31 July 2025 £
Unrestricted funds				
General				
Unrestricted Funds	324,489	469,752	(367,385)	426,856
Restricted funds				
Garden Project	1,346	-	-	1,346
Together Active	50	-	-	50
Total restricted funds	1,396	-	-	1,396
Total funds	325,885	469,752	(367,385)	428,252

	Balance at 1 August 2023 £	Incoming resources £	Resources expended £	Balance at 31 July 2024 £
Unrestricted funds				
General				
Unrestricted Funds	295,422	379,534	(350,467)	324,489
Restricted				
Garden Project	1,680	-	(334)	1,346
Together Active	400	-	(350)	50
Total restricted funds	2,080	-	(684)	1,396
Total funds	297,502	379,534	(351,151)	325,885

The specific purposes for which the funds are to be applied are as follows:

£4,400 was received from Screwfix Foundation for the refurbishment of the old patio at the life skills centre.

15 Analysis of net assets between funds

	Unrestricted funds General £	Restricted funds £	Total funds at 31 July 2025 £
Tangible fixed assets	335	-	335
Current assets	430,322	1,396	431,718
Current liabilities	(3,801)	-	(3,801)
Total net assets	426,856	1,396	428,252

	Unrestricted funds General £	Restricted funds £	Total funds at 31 July 2024 £
Tangible fixed assets	670	-	670
Current assets	329,941	1,396	331,337
Current liabilities	(6,122)	-	(6,122)
Total net assets	324,489	1,396	325,885

16 Related party transactions

There were no related party transactions in the year.

NEW DIRECTIONS SUPPORT

England & Wales - Charity number 1162393

Accounts

Company registration number: 08617386

Charity registration number: 1162393

New Directions Support

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 July 2024

Daryl Denson ACMA
VAST
The Dudson Centre
Hope Street
Hanley
Stoke-on-Trent
ST1 5DD

New Directions Support

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New Directions Support

Reference and Administrative Details

Trustees	Sara Jones, Chair Jerry Stokes Denise Tolson Derek Follows Julie Yates Alice Lord
Senior Management / Leadership Team	Jill Aldridge, Chief Officer Jennie Stockley, Operations Manager
Registered Office	Stafford Education & Enterprise Park Weston Road Stafford ST18 0BF The charity is incorporated in England and Wales.
Company Registration Number	08617386
Charity Registration Number	1162393
Bankers	Santander 1 Market Square Stafford ST16 2JH
Independent Examiner	Daryl Denson ACMA VAST The Dudson Centre Hope Street Hanley Stoke-on-Trent ST1 5DD

New Directions Support

Trustees' Report (incorporating The Directors' Report)

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements of the charitable company for the year ended 31 July 2024.

New Directions Support commenced operations on 3 December 2013 and is now in its 11th year of operation. Initially operated as a Community Interest Company (CIC) the organisation was formally registered as a charity on 24 June 2015.

This report accompanies the New Directions Support Accounts for the period 1 Aug 2023 to 31 July 2024.

Objectives and activities

Objects and aims

For the public benefit, the relief of those in need by reason of disability by the provision of day activities for adults, over the age of 18 years, in the county of Staffordshire, in particular the provision of structured activities related to education, leisure and work-preparation.

The main activity of New Directions Support is the provision of a varied and structured programme of day opportunities for adults with a learning disability. Referrals can be made to the service from anyone with a learning disability or their carer who meets the eligibility criteria and lives within Stafford and the surrounding area. Otherwise, service users may self-fund.

Public benefit

The main activity of New Directions Support is the provision of a varied and structured programme of day opportunities for adults with a learning disability. Referrals can be made to the service from anyone with a learning disability who meets the eligibility criteria and lives within Stafford and the surrounding area. Otherwise service users may self-fund.

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Structure, governance and management

Nature of governing document

The charity is operated under the rules of its memorandum and articles incorporated 19 July 2013 as amended by special resolution and certificate of incorporation on change of name dated 7 May 2015.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Governance

During the accounting period the Charity continued with a prominent level of governance from the board of voluntary trustees. Trustees held quarterly meetings either virtually or face to face. All meetings were minuted.

At the end of the period there was no change to the trustees. This means that there are still 6 numbered trustees on the board whilst the organisation seeks to recruit further members. Trustees are encouraged to visit the service and attend functions and events, as well as visiting on an ad-hoc basis

The service continued to be managed on a day to day basis by a chief officer, assisted by an operations manager. The chief officer reported to the board on a range of indicators, including any serious incidents, accident and safeguarding issues. The financial performance of the organisation was monitored against predicted budgets and spends were reported at each meeting against expected financial targets. Policies were approved by the board of trustees to support the governance of the organisation. The trustees held a public AGM in December 2023 where all trustees were re-elected to the board.

The trustees remuneration sub-committee met in January 2024. There was a discussion around the 10% rate increase imposed by 'The real Living wage' which New Directions Support have agreed to implement if financially viable. It was agreed that all support staff would have their salaries increased by the 10% but due to it being yet another high increase the service co-ordinator, Operations manager and Chief officer had an increase of £1.10 per hour which is the same increase the support staff had. Although a lesser rate than previous years it still enabled the salary structure to have clear differentials.

Recruitment and appointment of trustees

Trustees of New Directions Support are appointed through a fair and transparent process which follows the organisations Equal Opportunities Policy. Vacancies for trustees are advertised with a summary of the skills and/or experience sought and advertised at both a national and local level. Terms of reference for trustees are available and are sent to candidates, who then undergo a selection process, again following the organisation's equal opportunities policy. All applicants are interviewed by at least two people, including the Chair of Trustees, where their skills and suitability are appraised against the terms of reference. Trustees are made up of individuals with a range of skills and experience and, when deciding on a replacement for an existing trustee, due regard is made for the type of skills required from any replacement in order to support the board.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Organisational Structure and Management

During the period, the organisational management and finance staffing structure has not changed. Jill Aldridge remains as the Chief Officer and is supported by an operations manager. Management is supported by a Finance and Administration Officer part time (16.5hrs) and a Service Co-ordinator. The remainder of the contracted staff work as support workers either on fixed hour contracts of in the capacity of bank staff.The organisation also employs a part time cleaner (3 hrs)
At the end of July 2024, the organisation had 263.50 support hours each week. In total at the end of the period there were 14 permanent staff including the cleaner and 3 bank staff.

Human Resources
During this financial period there has been a lot of legislation changes to employment law. It was decided to consult HR Quest who New Directions Support have access to for any HR, health and safety, tax and legal advice. An overhaul and audit was carried out of all mandatory policies, employee handbook and staff contracts. At a cost of £1000 this was necessary to ensure company compliance and accuracy with the many policy changes.

Venues

The Village (New Beacon Buildings)
During the accounting period New Directions Support continued to operate from its premises at Staffordshire Education & Enterprise Park in Stafford. The Head Office remains on the third floor and the other two rooms used for sessions are working very well as they are large, well-lit and adaptable in order to facilitate a variety of different activities. The larger room which is used for ‘the arts’ has had an adjoining wall soundproofed by the landlords in order for the groups to enjoy, music, drama and dance without interrupting other tenants. The two ground floor rooms have a shared, well-equipped kitchen.

The Life Skills Centre
New Directions Support continues to make beneficial use of the Life Skills Centre, which is situated on the same grounds as the other rooms at the village. Being based here has allowed the organisation to widen its offer to individuals in order to continue to meet more diverse individual needs and outcomes. It also provides a dedicated resource for independent living skills with a fully fitted kitchen, teaching area, outdoor workshop and gardens. A recent scheme to redecorate the whole facility and add a sensory wall has enhanced the environment and has been a welcome focal point.
One of the unused rooms has now been dedicated to ‘communication’. In here service users can spend 1:1 time with our newly employed communication ambassador. The outcome is to find new ways and resources to enable individuals to communicate more successfully, especially if they are non-verbal or find communication challenging.

External Developments

Staffordshire County Council: The Community Offer:

Around three quarters of the service users attending New Directions Support in July 2024 come through Staffordshire County Council, with funding for individuals either provided through directly managed budgets or via a system of direct payments to carers. This amounts to some 77% of income. Hence the contractual basis by which the County Council purchases services is key to the operating model of New Directions.

The remaining service users are self-funded or funded by the NHS.

In 2019 Staffordshire County Council announced their intention to consult on a revised contractual framework and a move towards standardised contracts and indicative pricing.The County Council entitled this proposal "The Community Offer" and a comprehensive consultation process was undertaken in 2019. The County Council then agreed the recommendations in June 2019 and a contract process was implemented in January 2020.

The contract process was designed in two parts. Organisations were asked to submit a selection questionnaire for award onto a light-touch dynamic procurement system (LTR DPS) and this would then allow them to receive details of individual tenders for service users. Bids could then be placed against individual service users with the focus on quality under a fixed price structure. New Directions Support submitted all necessary information to the Council on 3rd February 2020 and the submission was awarded onto the LTR DPS on 11th February 2020.

The position of this new proposed development was implemented from July 29th 2021.

The prices are now set by the local authority for new service users who come through the system and are banded into low, medium and high. The process for banding individuals is carried out by the learning disability team.

Initially and during the consultation period with Stafford County Council, the commissioners said that people already using day opportunities and who were on direct payments would not be banded and funded accordingly. However, in March 2023 providers were informed that all individuals funded by the local authority would be subject to bandings and the relevant rates. This meant that all service users were subject to a face to face or desktop review to determine their level of need and banding category. Once this operation was complete bandings were sent through to providers. Despite some disagreements and queries all but one was resolved at New Directions Support. Payments should have reached parents and then New Directions Support in April 2023 but due to delays from Stafford County Council they did not get paid until November 2023. The arrears amount was also paid.

Donations
During this accounting period there were minimal donations. A donation of £150 was received from a fellow tenant who wanted to treat our service users to a trip out. This was spent on a trip to a garden centre with everyone enjoying drinks and cakes. There is still a small amount left.

Together Active Fund
New Directions Support offers many activities in order to promote health, fitness and wellbeing. The organisation has been awarded a grant from the Together Active Fund through the National Lottery. This was awarded in June 2022 and was to be spent on extra sports activities such as cycling, gym use, sports hall hire, swimming and instructed classes. The awarded fund is £1035. New Directions Support have used the money during the accounting period on a variety of sports activities which has given service users an insight into activities they may not have taken art in previously. There is still £62 to carry over to the next financial year.

Sustainability and Ethics
With a growing societal awareness of the need for organisations to become more ethical, and to work in more sustainable ways, New Directions Support continues to work as ethically as possible around a policy which was approved by the Board of Trustees in July 2019. This policy laid out defined ways of ethical working which promote an ethical and sustainable stance by the organisation.

During the accounting period the organisation has continued to be more ethical and sustainable. The organisation continues to use recycled paper and products and printing is kept to essential documents only. Even more carers and parents are using emails for invoices and receipts. Those who still wish to receive hard copies are still doing so but rather than using postage they are given directly to service users to take home which has reduced the carbon footprint greater still. Service users still bring in refillable bottles for refreshments and plastic waste is used in sessions to make use of the materials. The “Upcycle” session has continued to raise awareness and educates families and staff of the benefits of re-using items. Local products are also sourced throughout the organisation in order to reduce the carbon footprint.

Staff who are session leads and who plan for activities now use cloud-based software to produce and file plans which is visible to all staff via the smartboards in each room. This has had a massive impact and has reduced paper and ink since being implemented in the last half of this accounting period.

The premises that New Directions Support occupy had a poor recycling policy but recently they have improved their policy and have put things in place which allows all tenants to recycle and be more environmentally friendly.

There is a charity shop on-site and all staff are encouraged to seek out resources and items which can be obtained cheaply rather than buying brand new.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Internal Developments

The organisation continued to develop services and initiatives. Some of the key ones are highlighted below.

Performance and Achievements

Performance: Attendance Statistics

At the start of the accounting period, New Directions Support provided services for 47 people. At the end of the accounting period the organisation supported 45 people. This shows a slight decrease. This equates to an average daily attendance of 20 (down 1 from the last accounting period) people and 633.3 hours of service-delivery Monday to Friday (52.5 hours down from the last accounting period) This shows a service that as far as provision goes, is slightly reduced. There is a general consensus between all local service providers for day opportunities that there has been a real lack of referrals during this accounting period. This may be due to the new banding tool that assesses the needs of people with learning disabilities and some may now be seen as not eligible for services or may only be eligible for minimal hours of funding.

Quality Assurance
As part of ongoing quality assurance, New Directions Support seeks to gather the views of all the main stakeholders each year. This includes surveys of both staff and carers views and the results are published in an annual “impact report” which is made available publicly at the AGM. In addition, one of the most challenging issues in relation to quality assurance lies with obtaining meaningful feedback from individual service users. Previously New Directions Support has piloted a number of diverse ways to obtain meaningful feedback from users of the service involving face to face interviews. However, this was problematic for those with less communication abilities. During this accounting period, New Directions Support has a dedicated member of staff who is working with individuals to improve communication. The organisation has recently started supporting more non-verbal service users who will benefit from having this extra support. This has now allowed for a fairer and more clear service user survey to be carried out which has resulted in some valuable responses and very positive feedback.

Out**comes Monitoring**
With a continued emphasis on the importance of individuals achieving outcomes by the County Council, New Directions Support recognises the need to capture evidence of service user’s progression as a measure of quality. In the early spring of 2019, the organisation implemented a new system of capturing progression towards set outcomes for all Staffordshire County Council Funded clients. During this accounting period we have continued with annual reviews with parents and carers where outcomes are set. The reviews have been conducted either virtually or face to face by the operations manager. All staff are involved in monitoring the progression of individuals within sessions so that the organisation can report on the outcomes that are met or not met. This remains one of the key quality measures for the organisation.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Achievements and performance

Achievements
During this accounting period staffing recruitment and retention has improved from the challenges of the previous year and staff numbers are adequate and stable meaning that the organisation has been able to continue to operate safely and to offer the quality service.
The continuity of quality, well planned and meaningful sessions has been achieved and there has been positive feedback from parents, carers and service users concerning the management and staff and how well the organisation provides for the person they care for.
New Directions Support have entered a few competitions this year and were very successful in being awarded a £50 cheque for the superb art entries into the annual Green Arts Festival.
The organisation was also invited to enter a competition to design a new logo for the Community Learning Disability Team. It was a proud moment when finding out that one of the service users actually won. The logo will be used by them and the winning service user received a prize of art supplies and a certificate. This new relationship with the CLDT has meant that New Directions Support are often approached to make art installations which is proudly put on display at the CLDT head office.

Community Links
A key focus of the organisation is always to be present in the community and build positive relationships within it. The immediate community building where New Directions Support are based has proven beneficial for the service users. Other tenants and organisations take an interest in the activities on offer and will interact with staff and service users which is important for adults who may learn differently to be treated equally in society. During this accounting year New Directions support have continued to use the local area for leisure and education. Visits to the local town and shops are frequent as well at taking advantage of the countryside when being active. There has also been a visit to the local theatre and this year the organisation has been working with Newcastle and Stafford college to secure a placement for a T level business student for the coming autumn.

In-House Resources
As a charity, the organisation does not look to make a profit and any excess income over expenditure is then able to be diverted into resources during the financial period. During 2023/2024 New Directions Support made small capital spends to supplement existing resources. Due to a need for extra memory and software changes, a new laptop was purchased for the finance officer in order to carry out day to day financial processes. The agreed £5000 investment fund also came from the capital spends.
The Life Skills Centre has also proved to be extremely useful. The cookery sessions continue and the group has explored many foods The continued independent living skills is a vital part for the development of service users who have managed to achieve some of the outcomes set. Users have continued to develop confidence, knowledge and new skills where individuals can learn about nutrition, health and safety and horticulture. With the new raised beds in place even more service users will be able to participate in growing produce.
Still the most popular session is Upcycling which ties in nicely with the Ethical and Sustainability Policy. This session is proving a firm favourite for the service users as they have the challenges of understanding materials, costs and sustainability. The group has turned some old items into things that could be bought in any boutique shop. Parents, carers and friends have made small donations for items to cover the cost of materials.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Student Links
New Directions Support likes to offer placements from students who are studying at college or university, especially if it is a health and social care course. This is a valuable scheme to be involved in as it gives and insight into the type of work support workers are involved in at services like New Directions Support. Unfortunately, due to the service moving to newer premises it has been difficult for students to travel to as there is not a direct bus route for some. However, during this year New Directions Support were delighted to offer a placement for a health and social care student. Also, a placement for a T level business student has been secured ready for the next college term.

Carers Links
New Directions Support holds coffee mornings approximately every 8 weeks. This is an opportunity for parents and carers to come together and discuss any issues they may have or ideas for the service. This is also a good opportunity to pass on any information regarding funding, legislation or operational changes. The ongoing issues with the way the local authority has changed the way they pay service users to attend has been a topic of conversation during this year and New Directions Support has been able to update parents and carers as well as support them if issues have arisen. Often speakers and other professionals are invited to these sessions who offered advice to parents and carers if needed. Other effective communication is maintained with all carers by means of quarterly newsletters and letters sent out by the Chief Officer. The annual carers survey was sent out and completed during this period.

Professional Relationships
New Directions Support are members of The Chambers of Commerce who offer access to HR, legal, tax and health and safety support to all which is delivered by Quest HR. Due to ongoing legislation changes and the need to consult professionals to ensure compliance, New Directions Support now have a silver package subscription with Quest HR who review all policies and add in new legislation as and when the changes occur. This ensures that new Directions Supports policies are all legal and up to date.

The organisation also uses Westfield Health who give discounts to all Chamber of commerce members. Westfield Health provide standard EAP benefits and in addition to that there are enhanced health benefits for its members including 24/7 doctors' advice, fast track to MRI scans and x-rays. Staff using the service can also claim back capped costs for opticians and dentistry. The benefit also offers rewards for high street shopping and online companies similar to a blue-light card which New Directions Support also pay for staff membership.

The organisation is an accredited centre for DMI (De-escalation, Management Intervention) and retains links with specialist staff at St Georges Hospital (Part of MPFT) to support ongoing training and development of this critical area of the work.

New Directions Support continues to work in partnership with a wide range of health and social care professionals including Staffordshire County Council Commissioners, Social Workers, Community Nurses, Speech and Language therapists, and Psychological services, and the organisation is seen as part of a multi-disciplinary approach to meeting the needs of individuals.

The organisation has renewed their membership with SCARP who are an independent body who represent care services in Staffordshire.

The whole staffing team continues to attend mandatory and other training courses. A robust training matrix is in place and staff are trained in Safeguarding, Handling of Medication, Epilepsy and administration of Buccal Midazolam, Equality and diversity & food hygiene.

Two senior staff are now trained as fire wardens. Three key staff are now qualified first aiders. One senior staff member is Health and Safety trained as well as now being risk assessment trained.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Financial review
The following are of note in respect of the accounts for the period August 1st 2023 to July 31st 2024.
Income
During this financial period Staffordshire County Council changed the way they funded individuals and banded people low, medium, high with a price attached to each band. These rates are set by the local authority and not the provider. New Directions Support had historically low daily rates and the new local authority rates average out higher than the rates previously set by New Directions Support. SCC packages accounted for 77% of service users, 21% being self-funders and 2% funded by the NHS.
This resulted in the income for the period being £379,534 which is an increase of 12% against the budgeted £338,709.
This large increase is due to the uplift in local authority rates. However, the increased rates should have been implemented in April 2023 (during the previous financial year) but this did not get agreed and paid to New Directions Support until November 2023. This means some of the excess income showing is from April 9th 2023-July 31st 2023 and should be noted as excess income for the 2022/2023 accounting year.

Expenditure

Individual expenditure groups continue to be monitored monthly against the budget set by Trustees at the start of the period, and budget monitoring remains an important part of the financial controls within the organisation.

Like any organisation providing human services, the staffing budget remains the single biggest expenditure within the budget and direct staffing costs were forecast at some 80% of turnover.

Due to a healthy Income over Expenditure in previous accounting periods it was agreed by the board of trustees that New Directions Support should invest approximately £5000 in order to improve facilities, obtain better and newer resources, buy in subject matter experts to run sessions as well as treat the service users.
This led to a final expenditure for the organisation of £351,151 against a predicted spend of some £339,362
Overall, over the 12-month period, the organisation continued to see a sustainable financial performance with an excess of income over expenditure of 7.47%. Hence, despite the unprecedented conditions during the financial year, and a salary increase above the budgeted amount no use had to be made of the organisation’s initial reserves available at the start of the financial year.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Policy on reserves

The organisation has a Financial Procedures Policy which was formally adopted by trustees on 19/10/2015 and amended in June 2016. This document includes the policy on reserves. This policy is given here.

a) Charity law requires any income received by a charity to be spent within a reasonable period of receipt.
b) The Charity will keep a working financial balance equal to approximately one month's operating costs within the current account.
c) Trustees will be able to justify the holding of any surplus income above this as reserves.
d) Reserves will be that part of the charity's unrestricted income funds that is freely available to spend.
e) The level of reserves held throughout the year will be monitored through the year and kept under review to ensure it meets a charity's changing needs and circumstances.
f) The Charity will aim to ensure that it builds sufficient reserves to ensure it can continue to operate and maintain its financial commitments for a six-month period without income.
g) This period of time is deemed long enough for alternative sources of funding to be investigated.
h) The reserves will cover staffing and running costs for the six-month period as well as outstanding leases and commitments due by the charity if it were wound up after this six-month period.
i) Trustees will review the amount held within reserves and the charities financial commitments under this reserves policy on a regular basis.
j) This reserves policy will be set out in the trustees' annual report.
Notes:
i. At the end of the accounting period the organisation had £324,489(2023 £295,422) in free reserves.
ii. As per the above policy the organisation continues to aim to have 6 months operating and closedown costs in reserve assuming no income. The exact amount of this would depend on a number of factors but is likely to be over £155,000 depending on the model used and the time of year it occurred (Figures correct as of July 2024).
iii. In addition to allowing for the closedown contingencies the reserves also allow the organisation to manage annual fluctuations in income as referral rates change.

Risks

New Directions Support keeps a register of strategic risks along with control measures, and the organisation's strategic planning allows control of potential risks. Internal control risks are minimised by the implementation of financial procedures under the organisation's financial policy, and the organisation has formalised health and safety, whistleblowing and safeguarding policies which all staff are obliged to follow. The Operations Manager attended a training course to further her knowledge and skills when writing and implementing risk assessments. This further ensures that a robust risk management process is in place.

The organisation has a process of operational risk assessments for both environmental and service user-specific hazards, and all staff are required to confirm their understanding of, and compliance with, the control measures. All risk assessments are reviewed regularly. The organisation has a policy for dealing with serious incidents which includes a requirement to inform the Chair of Trustees at the time. These are then reported on at the next Trustees Board Meeting. Accidents are recorded as per health and safety legislation and are reported to the Board of Trustees, along with any subsequent actions.

Small company statement

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006

The annual report was approved by the trustees of the charity on 11/12/24 and signed on its behalf by:

Sara Jones
Trustee

New Directions Support

Independent Examiner's Report to the trustees of New Directions Support ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 July 2024.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

.....
Daryl Denson ACMA

VAST
The Dudson Centre
Hope Street
Hanley
Stoke-on-Trent
ST1 5DD

Date: 18/12/2024

New Directions Support

Statement of Financial Activities for the Year Ended 31 July 2024 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Total 2024 £
Income and Endowments from:				
Donations and legacies	3	122	-	122
Charitable activities	4	372,674	-	372,674
Investment income	5	6,738	-	6,738
Total income		379,534	-	379,534
Expenditure on:				
Charitable activities	6	(350,467)	(684)	(351,151)
Total expenditure		(350,467)	(684)	(351,151)
Net income/(expenditure)		29,067	(684)	28,383
Net movement in funds		29,067	(684)	28,383
Reconciliation of funds				
Total funds brought forward		295,422	2,080	297,502
Total funds carried forward	14	324,489	1,396	325,885

	Note	Unrestricted funds £	Restricted funds £	Total 2023 £
Income and Endowments from:				
Donations and legacies	3	698	-	698
Charitable activities	4	355,682	-	355,682
Investment income	5	3,350	-	3,350
Total income		359,730	-	359,730
Expenditure on:				
Charitable activities	6	(300,674)	(10,634)	(311,308)
Total expenditure		(300,674)	(10,634)	(311,308)
Net income/(expenditure)		59,056	(10,634)	48,422
Transfers between funds		(10,920)	10,920	-
Net movement in funds		48,136	286	48,422
Reconciliation of funds				
Total funds brought forward		247,286	1,794	249,080
Total funds carried forward	14	295,422	2,080	297,502

All of the charity's activities derive from continuing operations during the above two periods.

The funds breakdown for 2023 is shown in note 14.

New Directions Support

(Registration number: 08617386)
Balance Sheet as at 31 July 2024

	Note	2024 £	2023 £
Fixed assets			
Tangible assets	10	670	1,575
Current assets			
Debtors	11	2,641	32,181
Cash at bank and in hand	12	328,696	267,367
		331,337	299,548
Creditors: Amounts falling due within one year	13	(6,122)	(3,621)
Net current assets		325,215	295,927
Net assets		325,885	297,502
Funds of the charity:			
Restricted income funds			
Restricted funds	14	1,396	2,080
Unrestricted income funds			
Unrestricted funds		324,489	295,422
Total funds	14	325,885	297,502

For the financial year ending 31 July 2024 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements on pages 14 to 26 were approved by the trustees, and authorised for issue on 11/12/24 and signed on their behalf by:

S Jones

Sara Jones
Trustee

The notes on pages 16 to 26 form an integral part of these financial statements.

1 Charity status

The charity is a charity limited by guarantee registered in England and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

2 Accounting policies

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

Statement of compliance
The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). They also comply with the Companies Act 2006 and Charities Act 2011.

Basis of preparation
New Directions Support meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Going concern
The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

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

Donations and legacies

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

Investment income

Interest on bank deposits is recognised in the period in which it is earned.

Expenditure
All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Charitable activities

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

Governance costs
These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustees meetings and reimbursed expenses.

Taxation
The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Tangible fixed assets
Individual fixed assets costing £500.00 or more are initially recorded at cost.

Depreciation and amortisation
Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Computer Equipment	20% Straight Line
Furniture and fittings	20% Straight Line

Trade debtors
Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents
Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors
Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Fund structure
Unrestricted income funds are general funds that are available for use at the trustees discretion in furtherance of the objectives of the charity.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Financial instruments

Classification

Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument.
Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

Recognition and measurement

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and liabilities are only offset in the statement of financial position when, and only when there exists a legally enforceable right to set off the recognised amounts and the charity intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets are derecognised when and only when a) the contractual rights to the cash flows from the financial asset expire or are settled, b) the charity transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the charity, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

3 Income from donations and legacies

	Unrestricted funds General £	Total 2024 £
Donations and legacies;		
Donations from individuals	122	122
	122	122

	Unrestricted funds General £	Total 2023 £
Donations and legacies;		
Donations from individuals	698	698
	698	698

4 Income from charitable activities

	Unrestricted funds General £	Total 2024 £
Provision of services	372,674	372,674

	Unrestricted funds General £	Total 2023 £
Provision of services	355,682	355,682

5 Investment income

	Unrestricted funds General £	Total 2024 £
Interest receivable and similar income;		
Interest receivable on bank deposits	6,738	6,738
	6,738	6,738

	Unrestricted funds General £	Total 2023 £
Interest receivable and similar income;		
Interest receivable on bank deposits	3,350	3,350
	3,350	3,350

6 Expenditure on charitable activities

	Activity undertaken directly £	2024 £
Salaries	263,936	263,936
Employers NI	10,853	10,853
Travel and general expenses	12,698	12,698
Training	2,111	2,111
Gas	2,288	2,288
Repairs and renewals	2,414	2,414
Accounts preparation & independent examination	756	756
Insurance	1,362	1,362
Legal fees	2,186	2,186
Bank charges	90	90
Rent	29,086	29,086
Depreciation	905	905
Purchases	1,610	1,610
Printing, postage & stationery	854	854
Publicity	129	129
Sundries	1,509	1,509
Bungalow	2,351	2,351
Computers and software	3,541	3,541
HR	499	499
Pensions	4,412	4,412
Projects	684	684
Health Scheme	1,152	1,152
Capital spends	5,725	5,725
	351,151	351,151

	Activity undertaken directly £	2023 £
Salaries	238,787	238,787
Employers NI	2,911	2,911
Travel and general expenses	11,438	11,438
Training	1,856	1,856
Gas	2,344	2,344
Accounts preparation & independent examination	718	718
Insurance	990	990
Legal fees	1,985	1,985
Bank charges	273	273
Rent	25,866	25,866
Equipment purchases	1,846	1,846
Depreciation	904	904
Printing, postage & stationery	658	658
Publicity	922	922
Room hire	162	162
Sundries	5,134	5,134
Bungalow	1,652	1,652
Computers and software	3,974	3,974
HR	539	539
Pensions	3,779	3,779
Projects	4,570	4,570
	311,308	311,308

£350,467 (2023 - £300,674) of the above expenditure was attributable to unrestricted funds and £684 (2023 - £10,634) to restricted funds.

7 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.

8 Staff costs

The aggregate payroll costs were as follows:

	2024 £	2023 £
Staff costs during the year were:		
Wages and salaries	263,936	238,787
Social security costs	10,853	2,911
Pension costs	4,412	3,779
	279,201	245,477

The monthly average number of persons (including senior management / leadership team) employed by the charity during the year expressed as full time equivalents was as follows:

	2024 No	2023 No
Employees	17	15

No employee received emoluments of more than £60,000 during the year.

The total employee benefits of the key management personnel of the charity were £68,536 (2023 - £67,400).

9 Taxation

The charity is a registered charity and is therefore exempt from taxation.

10 Tangible fixed assets

	Furniture and equipment £	Computer equipment £	Total £
Cost			
At 1 August 2023	1,675	2,846	4,521
At 31 July 2024	1,675	2,846	4,521
Depreciation			
At 1 August 2023	670	2,276	2,946
Charge for the year	335	570	905
At 31 July 2024	1,005	2,846	3,851
Net book value			
At 31 July 2024	670	-	670
At 31 July 2023	1,005	570	1,575

11 Debtors

	2024 £	2023 £
Trade debtors	(2,414)	28,215
Prepayments	5,055	3,966
	2,641	32,181

12 Cash and cash equivalents

	2024 £	2023 £
Cash on hand	51	21
Cash at bank	104,043	267,346
Short-term deposits	224,602	-
	328,696	267,367

13 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	-	57
Other taxation and social security	3,479	1,984
Pension scheme creditor	1,887	896
Accruals	756	684
	6,122	3,621

14 Funds

	Balance at 1 August 2023 £	Incoming resources £	Resources expended £	Balance at 31 July 2024 £
Unrestricted funds				
General				
Unrestricted Funds	295,422	379,534	(350,467)	324,489
Restricted funds				
Garden Project	1,680	-	(334)	1,346
Together Active	400	-	(350)	50
Total restricted funds	2,080	-	(684)	1,396
Total funds	297,502	379,534	(351,151)	325,885

	Balance at 1 August 2022 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 July 2023 £
Unrestricted funds					
General					
Unrestricted Funds	247,286	359,730	(300,674)	(10,920)	295,422
Restricted					
Garden Project	1,794	-	(114)	-	1,680
Together Active	-	-	(635)	1,035	400
Lottery	-	-	(9,885)	9,885	-
Total restricted funds	1,794	-	(10,634)	10,920	2,080
Total funds	249,080	359,730	(311,308)	-	297,502

The specific purposes for which the funds are to be applied are as follows:

£4,400 was received from Screwfix Foundation for the refurbishment of the old patio at the life skills centre.

15 Analysis of net assets between funds

	Unrestricted funds General £	Restricted funds £	Total funds at 31 July 2024 £
Tangible fixed assets	670	-	670
Current assets	329,941	1,396	331,337
Current liabilities	(6,122)	-	(6,122)
Total net assets	324,489	1,396	325,885

	Unrestricted funds General £	Restricted funds £	Total funds at 31 July 2023 £
Tangible fixed assets	1,575	-	1,575
Current assets	297,434	2,080	299,514
Current liabilities	(3,587)	-	(3,587)
Total net assets	295,422	2,080	297,502

16 Related party transactions

There were no related party transactions in the year.

NEW DIRECTIONS SUPPORT

England & Wales - Charity number 1162393

Accounts

Company registration number: 08617386
Charity registration number: 1162393

New Directions Support

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 July 2023

Daryl Denson ACMA
VAST
The Dudson Centre
Hope Street
Hanley
Stoke-on-Trent
ST1 5DD

New Directions Support

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New Directions Support

Reference and Administrative Details

Trustees	Sara Jones, Chair Jerry Stokes Denise Tolson Derek Follows Julie Yates Alice Lord
Senior Management / Leadership Team	Jill Aldridge, Chief Officer Jennie Stockley, Operations Manager
Registered Office	Stafford Education & Enterprise Park Weston Road Stafford ST18 0BF
	The charity is incorporated in England and Wales.
Company Registration Number	08617386
Charity Registration Number	1162393
Bankers	Santander 1 Market Square Stafford ST16 2JH
Independent Examiner	Daryl Denson ACMA VAST The Dudson Centre Hope Street Hanley Stoke-on-Trent ST1 5DD

New Directions Support

Trustees' Report (incorporating The Directors' Report)

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements of the charitable company for the year ended 31 July 2023.

New Directions Support commenced operations on 3 December 2013 and is now in its 10th year of operation. Initially operated as a Community Interest Company (CIC) the organisation was formally registered as a charity on 24 June 2015.

This report accompanies the New Directions Support Accounts for the period 1 Aug 2022 to 31 July 2023. It therefore covers the period when the organisation still had to continue to react to the effects of Covid-19 although in a less restrictive way.

Objectives and activities

Objects and aims

For the public benefit, the relief of those in need by reason of disability by the provision of day activities for adults, over the age of 18 years, in the county of Staffordshire, in particular the provision of structured activities related to education, leisure and work-preparation.

The main activity of New Directions Support is the provision of a varied and structured programme of day opportunities for adults with a learning disability. Referrals can be made to the service from anyone with a learning disability or their carer who meets the eligibility criteria and lives within Stafford and the surrounding area. Otherwise, service users may self-fund.

Public benefit

The main activity of New Directions Support is the provision of a varied and structured programme of day opportunities for adults with a learning disability. Referrals can be made to the service from anyone with a learning disability who meets the eligibility criteria and lives within Stafford and the surrounding area. Otherwise service users may self-fund.

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Structure, governance and management

Nature of governing document

The charity is operated under the rules of its memorandum and articles incorporated 19 July 2013 as amended by special resolution and certificate of incorporation on change of name dated 7 May 2015.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Governance

During the accounting period the Charity continued with a prominent level of governance from the board of voluntary trustees. Trustees held quarterly meetings either virtually or face to face. All meetings were minuted.

At the end of the period there was no change to the trustees. This means that there are still 6 numbered trustees on the board whilst the organisation seeks to recruit further members. Trustees are encouraged to visit the service and attend functions and events, as well as visiting on an ad-hoc basis

The service continued to be managed on a day to day basis by a chief officer, assisted by an operations manager. The chief officer reported to the board on a range of indicators, including any serious incidents, accident and safeguarding issues. The financial performance of the organisation was monitored against predicted budgets and spends were reported at each meeting against expected financial targets. Policies were approved by the board of trustees to support the governance of the organisation. The trustees held a public AGM in December 2022 where all trustees were re-elected to the board.

The trustees remuneration sub-committee met in October 2022 rather than January 2023. This was in response to the Real Living Wage being increased earlier than the usual month of April by 10.1% .It was agreed to uplift all staff salaries by this amount.

Recruitment and appointment of trustees

Trustees of New Directions Support are appointed through a fair and transparent process which follows the organisations Equal Opportunities Policy. Vacancies for trustees are advertised with a summary of the skills and/or experience sought and advertised at both a national and local level. Terms of reference for trustees are available and are sent to candidates, who then undergo a selection process, again following the organisation's equal opportunities policy. All applicants are interviewed by at least two people, including the Chair of Trustees, where their skills and suitability are appraised against the terms of reference. Trustees are made up of individuals with a range of skills and experience and, when deciding on a replacement for an existing trustee, due regard is made for the type of skills required from any replacement in order to support the board.

During this period there has been an ou-goingl recruitment process in place to gain more trustees, however the charity has been unable to attract any new trustees.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Organisational Structure and Management

During the period, the organisational management and finance staffing structure has not changed. Jill Aldridge remains as the Chief Officer and is supported by an operations manager. Management is supported by a Finance and Administration Officer part time (16.5hrs) and a Service Co-ordinator. The remainder of the contracted staff work as support workers either on fixed hour contracts of in the capacity of bank staff.The organisation also employs a part time cleaner (3 hrs)
At the end of July 2023, the organisation had 267.75 support hours each week. In total at the end of the period there were 15 permanent staff including the cleaner and 3 bank staff.

New Directions Support joined Staffordshire Chambers of Commerce during the accounting year. This membership allows for access to their HR company, Quest. This arrangement ensures that the organisation continues to abide by employment law and good practice, and that managers benefit from sound employment advice. Quest offer advice on all HR issues, Health and safety, legal and Tax. This ensures that New Directions Support is kept well up to date with and legislation changes

Venues

The Village
During the accounting period New Directions Support continued to operate from its premises at Staffordshire Education & Enterprise Park in Stafford. The Head Office remains on the third floor but the other two rooms used for sessions were proving difficult to manage due to them being so far away from each other. Two new rooms were found and the sessions are now run from two large ground floor rooms with access to each other and a shared kitchen.

The Life Skills Centre
New Directions Support continues to make beneficial use of the Life Skills Centre, which is situated on the same grounds as the new Head Office. Being based here has allowed the organisation to widen its offer to individuals in order to continue to meet more diverse individual needs and outcomes. It also provides a dedicated resource for independent living skills with a fully fitted kitchen, teaching area, outdoor workshop and gardens.

Trustees' Report (incorporating The Directors' Report)

External Developments

Staffordshire County Council: The Community Offer:

Around half of the service users attending New Directions Support in July 2023 come through Staffordshire County Council, with funding for individuals either provided through directly managed budgets or via a system of direct payments to carers. This amounts to some 53% of income. Hence the contractual basis by which the County Council purchases services is key to the operating model of New Directions.

The remaining service users are self-funded.

In 2019 Staffordshire County Council announced their intention to consult on a revised contractual framework and a move towards standardised contracts and indicative pricing. The County Council entitled this proposal "The Community Offer" and a comprehensive consultation process was undertaken in 2019. The County Council then agreed the recommendations in June 2019 and a contract process was implemented in January 2020.

The contract process was designed in two parts. Organisations were asked to submit a selection questionnaire for award onto a light-touch dynamic procurement system (LTR DPS) and this would then allow them to receive details of individual tenders for service users. Bids could then be placed against individual service users with the focus on quality under a fixed price structure. New Directions Support submitted all necessary information to the Council on 3rd February 2020 and the submission was awarded onto the LTR DPS on 11th February 2020. It was then envisaged that calls for invitations to tender on an individual basis would commence from 9th March 2020. However, with the advent of the Covid-19 pandemic this process was halted on 27th March 2020.

The position of this new proposed development was implemented from July 29th 2021 and is now live.

The prices that are set for new service users who come through the new system are banded into low, medium and high. The medium band being more or less in line with the prices set by New Directions Support. The high band also falls in line with the prices New Directions Support sets for 1:1 support. It has not been financially viable to bid for individuals on low banding unless the family agree to top up the fund themselves.

During this accounting period Staffordshire County Council asked an independent body called 'People too' to conduct an exercise with all day opportunity providers to determine the genuine cost of running services and in addition recognising a fair cost of care that the local authority was willing to pay for services like New Directions Support. In April 2023, the local authority advised that they were still analysing the data provided but an uplift in cost was imminent. This date has been pushed back several times and the first proposal was not agreeable by service providers so was in effect, thrown out. As of the end of this accounting period no formal agreement has been offered and the commissioners are still to contact providers informing them of their next proposal.

Supported Placement Pilot Scheme

At New Directions Support, the adults who use the service are assessed prior to joining. It is assumed that they are eligible for day opportunities support and not recognised as individuals who can go out to work. However, some individuals do state that they want to contribute to the work force and are capable, if given the correct support. There is a lack of funding for this type of support and individuals would usually be referred to the DWP. As this is something New Directions Support is interested in exploring but currently does not receive 1:1 funding for potential individuals, a bid was put into the National Lottery Fund and the organisation was awarded a Grant of £9,885. This was awarded in April 2022 and had to be spent in 12 months. This fund will largely be spent on staffing costs to support the individuals taking part.

Part of the scheme intends to identify 3 service users who are interested in work and also to find suitable work placements. Initially 1 person was a suitable candidate for this scheme and a supported work placement was found at a reputable marketing agency. The gentleman was supported by a member of New Directions Support staff to attend one day per week as a researcher. The gentleman made an exceptionally good impression and was soon offered another placement at a UK leading training school for hair and beauty, again as a researcher. In early 2023 the gentleman was then offered two part time, paid jobs with the placement providers where he now works unsupported. During this period, another gentleman was supported for 6 months at a childhood cancer charity as a lister. It was however determined that he would still require a lot of support in the workplace moving
forward but the experience has ensured the gentleman gained skills and confidence. Although the lottery fund granted an extension to continue with the scheme for six more months there was still money remaining for the scheme which had to be paid back in July 2023 to the sum of £3694.15.

A report will be sent to the Local Authority regarding the success of the scheme and will ask if they would fund further supported placements moving forward.

Together Active Fund

New Directions Support offers many activities in order to promote health, fitness and wellbeing. The organisation has been awarded a grant from the Together Active Fund through the National Lottery. This was awarded in June 2022 and was to be spent on extra sports activities such as cycling, gym use, sports hall hire, swimming and instructed classes. The awarded fund is £1035. New Directions Support have used the money during the
accounting period on a variety of sports activities which has given service users an insight into activities they may not have taken art in previously

Donation from Stafford Rotary Club

Whilst displaying art in a local church, New Directions Support was approached by a representative of Stafford Rotary club who were interested in donating to the charity. A donation of £500 was then received on the condition that the chief officer gave a talk about the service and what the intention was regarding the £500. Prior to this it was recognised by management that there were some users of the service who were experiencing difficulties when communication for several reasons. Therefore, research was done and it was found that assistive technology was proving beneficial for people with communication difficulties and certain devices were available. The donation would be used to purchase a device which would assist a member of staff who is now dedicated solely to use communication aids and techniques with service users to help with communication.

Trustees' Report (incorporating The Directors' Report)

Sustainability and Ethics

With a growing societal awareness of the need for organisations to become more ethical, and to work in more sustainable ways, New Directions Support continues to work as ethically as possible around a policy which was approved by the Board of Trustees in July 2019. This policy laid out defined ways of working which promote an ethical and sustainable stance by the organisation.

During the accounting period the organisation has continued to be more ethical and sustainable. The organisation continues to use recycled paper and products and printing is kept to essential documents only.Even more carers and parents are using emails for invoices and receipts. Those who still wish to receive hard copies are still doing so but rather than using postage they are given directly to service users to take home which has reduced
the carbon footprint greater still. Service users still bring in refillable bottles for refreshments and plastic waste is used in sessions to make use of the materials. The "Upcycle" session has continued to raise awareness and educates families and staff of the benefits of re-using items. Local products are also sourced throughout the organisation in order to reduce the carbon footprint.

The premises that New Directions Support occupy had a poor recycling policy but recently they have improved their policy and have put things in place which allows all tenants torecycle and be more environmentally friendly.

Strategic Plan

New Directions Support had not written a formal Strategic plan since 2015. The management and board of trustees held a meeting in May 2023 to look at the development of the organisation moving forward. A new strategic plan was agreed upon and drawn up with a focused, achievable direction in place. The intention is to maintain the reputation of the organisation whilst still offering a professional, quality and affordable service for the
people of Stafford and the surrounding areas. Also, exploring the possibility of meeting any needs which are not currently being met.

The New Directions Support continuing response to the 2020 Covid-19 Pandemic

The financial period August 1st 2022 to July 31st 2023 was still being affected by the events of the Covid 19 global pandemic. The first half of the accounting period still required staff testing and the use of face masks for staff and service users, although this was no longer mandatory, During the second half of the accounting period all restrictions for covid 19 were lifted and now tests must be done for diagnosis purposes only for those who are
immunosuppressant or extremely vulnerable. Service users falling into that category who attend New Directions Support is very minimal and there are now no negative impacts of restrictions on the service.

However, the service still promotes good hand hygiene and the usual infection prevention measures are still in place for all seasonal illnesses and ailments.

Trustees' Report (incorporating The Directors' Report)

Internal Developments
The organisation continued to develop services and initiatives. Some of the key ones are highlighted below.

Performance: Attendance Statistics
At the start of the accounting period, New Directions Support provided services for 45people. At the end of the accounting period the organisation supported 47 people. This shows a slight increase. This equates to an average daily attendance of 21 (up 1 from the last accounting period) people and 686.50 hours of service-delivery Monday to Friday (2.5 hours down from the last accounting period) This shows a stable service with minimal changes.

Quality Assurance
As part of ongoing quality assurance, New Directions Support seeks to gather the views of all the main stakeholders each year. This includes surveys of both staff and carers views and the results are published in an annual "impact report" which is made available publicly at the AGM. In addition, one of the most challenging issues in relation to quality assurance lies with obtaining meaningful feedback from individual service users. Previously New Directions Support piloted a number of different ways to obtain meaningful feedback from users of the service involving face to face interviews, and this continues to be an area for development within the service.

During this accounting period, New Directions Support has a dedicated member of staff who is working with individuals to improve communication. The organisation has recently started supporting more non-verbal service users who will benefit from having this extra support. This will allow for a fairer and more clear service user survey as the service will have more tools and recourse to capture individuals' opinions and feedback.

Outcomes Monitoring
With a continued emphasis on the importance of individuals achieving outcomes by the County Council, New Directions Support recognises the need to capture evidence of service user's progression as a measure of quality. In the early spring of 2019, the organisation implemented a new system of capturing progression towards set outcomes for all Staffordshire County Council Funded clients. During this accounting period we have continued with annual reviews with parents and carers where outcomes are set. The reviews have been conducted either virtually or face to face by the operations manager. All staff are involved in monitoring the progression of individuals within sessions so that the organisation can report on the outcomes that are met or not met. This remains one of the key quality measures for the organisation.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Achievements and performance

Achievements

During this accounting period staffing recruitment and retention has proven challenging. However, at the end of this period that staffing numbers are sufficient and now with 3 bank staff employed it allows for easier staff annual leave. Staffing illnesses and long-term medical leave has also been a challenge but due to flexibility and staff resilience the organisation has been able to continue to operate safely and able to offer the quality service. The continuity of quality, well planned and meaningful sessions has been achieved and there has been positive feedback from parents, carers and service users. concerning the management of the new way of working from all parents and carers. During the second accounting period it was decided that the two main rooms in the main building were too far apart and this was causing a few logistical issues. In June 2023 two new ground floor rooms
in the same building were found which are opposite each other and have direct access to a shared kitchen. Staff and service users have welcomed this as it allows more time in sessions and less time wasted moving from one room to another. The upstairs office remains in the same room along with The Life Skills centre which is still located on the site

Community Links

A key focus of the organisation is always to be present in the community and build positive relationships within it. With the restrictions for Covid-19 being relaxed and then completely lifted in the second half of this accounting period it has allowed for the service to be able to go out and into the community more freely. During this period, the organisation has visited the local sport centre during the winter months to take part in several activities including softball, football, netball and badminton. Also, two trips took place to Stone leisure centre where the groups hired the use of a swimming pool for an hour. There has also been visits to the local shops where individuals are supported to buy their own lunch or source ingredients for the cooking sessions. Some other visits have been to Lapworth Geology Museum in Birmingham which followed on from a study of fossils by the worldwise. Another visit was to Cosford RAF museum which has always been a favourite location and after three years it was nice to see the groups back and enjoying the attractions.

In-House Resources

As a charity, the organisation does not look to make a profit and any excess income over expenditure is then able to be diverted into resources during the financial period. During 2022/2023 New Directions Support made small capital spends to supplement existing resources. Also, an open day to celebrate the move to new premises and the launch of the new website and logo was paid for out of the capital spends. The recent move to the ground
floor rooms meant that the organisation was offered a State-of-the-art Smartboard as it was already located in one of the spaces. This was secured for £500, meaning that New Directions Support now has 3 smartboards so that each room can benefit from them.During the year, a number of excellent pieces of art have been produced in the studio under the guidance of talented staff. These have continued to be of extremely high quality and after

some collaborative work with the Autistic Society it was decided that a donation of one of the art installations created by the art group would be donated and now adorns the reception space at the society's primary office. With fresh staff joining the organisation come s enthusiasm, innovative ideas and new skills. This has allowed for different sessions including 'Worldwise'. The aim of this group is to explore our planet and the effect we have on it. Recycling, nature, weather, culture, faiths and history are all covered.

The Life Skills Centre, which was commissioned in early 2019, has also proved to be extremely useful. The cookery sessions continue and the group has explored many foods The continued independent living skills is a vital part for the development of service users who have managed to achieve some of the outcomes set. Users have continued to develop confidence, knowledge and new skills where individuals can learn about nutrition, health and

safety and horticulture.Still the most popular session is Upcycling which ties in nicely with the Ethical and Sustainability Policy. This session is proving a firm favourite for the service users as they have the challenges of understanding materials, costs and sustainability. The group has turned some old items into things that could be bought in any boutique shop. Parents, carers and friends have made small donations for items to cover the cost of materials.

Student Links
New Directions Support likes to offer placements from students who are studying at college or university, especially if it is a health and social care course. This is a valuable scheme to be involved in as it gives and insight into the type of work support workers are involved in at services like New Directions Support. Unfortunately, due to the service moving to newer premises it has been difficult for students to travel to as there is not a direct bus route for some. However, the organisation gave a placement to a school student as part of their work experience. The placement was for a week and it was so successful that the student will attend on a voluntary basis during school holidays.

Carers Links
New Directions Support holds coffee mornings approximately every 6 weeks. This is an opportunity for parents and carers to come together and discuss any issues they may have or ideas for the service. This is also a good opportunity to pass on any information regarding funding, legislation or operational changes. Often speakers and other professionals are invited to these sessions who offered advice to parents and carers if needed. Other effective communication is maintained with all carers by means of quarterly newsletters and letters sent out by the Chief Officer. The annual carers survey was sent out and completed during this period.

Professional Relationships
New Directions Support are members of The Chambers of Commerce who offer access to HR, legal, tax and health and safety support to all its members. There are other benefits,including health and wellbeing support which will aid the organisation and its staff.

The organisation is an accredited centre for DMI (De-escalation Management Intervention) and retains the links with specialist staff at St Georges Hospital (Part of Midlands Partnership NHS Foundation Trust) to support the ongoing training and development of this important area of the work.

New Directions Support continues to work in partnership with a wide range of health and social care professionals including Staffordshire County Council Commissioners, Social Workers, Community Nurses, Speech and Language therapists, and Psychological services, and the organisation is seen as part of a multi-disciplinary approach to meeting the needs of individuals.

The organisation has renewed their membership with SCARP who are an independent body who represent care services in Staffordshire.

Over the period staff received specialised training from a trained nurse to administer Buccal Midazolam to one specific service user who requires this as part of their support plan. The same training provider also trained all of the staff at New Directions Support in the safer handling of medication and they now hold the relevant certificate.

Two senior staff are now trained as fire wardens. Three key staff are now qualified first aiders.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Financial review

The following are of note in respect of the accounts for the period August 1st 2022 to July 31st 2023.

Income

During this financial period Staffordshire County Council maintained its normal level of funding for all service users with support packages which accounted for 52% of service users. 46% being self-funders and 2% funded by the NHS.

During this period, a grant was still being used which was awarded from the National Lottery.This was ring-fenced for a scheme to offer supported work placements. After the scheme ended there was a surplus of £3694.15 which has been refunded to the National Lottery.

A donation of £500 was given to the organisation by Stafford Rotary Club. This is as yet unspent and will be carried over to the next financial accounting period.

This resulted in the income for the period being £359,730 (2022 £298,391) which is an increase of 14.40% against the budgeted £314,165.

Expenditure

Individual expenditure groups continue to be monitored monthly against the budget set by Trustees at the start of the period, and budget monitoring remains an important part of the financial controls within the organisation.

Like any organisation providing human services, the staffing budget remains the single biggest expenditure within the budget and direct staffing costs were forecast at some 71% of turnover.

This led to a final expenditure for the organisation of £311,274 (2022 £283,538) against a predicted spend of some £314,164 (a reduction of 7.4%).

Overall, over the 12-month period, the organisation continued to see a sustainable financial performance with an excess of income over expenditure. Hence, despite the unprecedented conditions during the financial year, no use had to be made of the organisation's initial reserves available at the start of the financial year.

Trustees' Report (incorporating The Directors' Report)

Policy on reserves

The organisation has a financial procedures policy which was formally adopted by trustees on the 19 October 2015 and amended in June 2016. This document includes the policy on reserves. This is given here.
a) Charity law requires any income received by a charity to be spent within a reasonable period of receipt.
b) The Charity will keep a working financial balance equal to approximately one month's operating costs within the current account.
c) Trustees will be able to justify the holding of any surplus income above this as reserves.
d) Reserves will be that part of the charity's unrestricted income funds that is freely available to spend.
e) The level of reserves held throughout the year will be monitored through the year and kept under review to ensure it meets a charity's changing needs and circumstances.
f) The Charity will aim to ensure that it builds sufficient reserves to ensure it can continue to operate and maintain its financial commitments for a six-month period without income.
g) This period of time is deemed long enough for alternative sources of funding to be investigated.
h) The reserves will cover staffing and running costs for the six-month period as well as outstanding leases and commitments due by the charity if it were wound up after this six-month period.
i) Trustees will review the amount held within reserves and the charities financial commitments under this reserves policy on a regular basis.
j) This reserves policy will be set out in the trustees' annual report.

At the end of the accounting period the organisation had £297,536 (2022:£249,080) in free reserves including a ring-fenced donation of £500 from the Rotary Club.

As per the above policy the organisation continues to aim to have 6 months operating and closedown costs in reserve assuming no income. The exact amount of this would depend on a number of factors but is likely to be over £160,000, depending on the model used and the time of year it occurred (Figures correct as of July 2023).

In addition to allowing for the closedown contingencies the reserves also allow the organisation to manage annual fluctuations in income as referral rates change.

New Directions Support

Trustees' Report (Incorporating The Directors' Report)

Risks

New Directions Support keeps a register of strategic risks along with control measures, and the organisations strategic planning allows control of potential risks. Internal control risks are minimised by the implementation of financial procedures under the organisation's financial policy, and the organisation has formalisedhealth and safety, whistleblowing and safeguarding policieswhich all staff are obliged to follow.

The organisation has a process of operational risk assessments for both environmental and service user-specific hazards, and all staff are required to confirmtheir understanding of, and compliance with, the control measures. All risk assessments are reviewed regularly. The organisation has a policy for dealing with serious incidents which includes a requirement to inform the Chair of Trustees at the time. These are then reported on at the next trustees board meeting. Accidents are recorded as per health and safety legislation are reported to the board of trustees, along with any subsequent actions.

Small company statement

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006

The annual report was approved by the trustees of the charity on 13/9/2022 and signed on its behalf by:

Sara Jones
Trustee

New Directions Support

Independent Examiner's Report to the trustees of New Directions Support ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 July 2023.

Responsibilities and basis of report

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

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

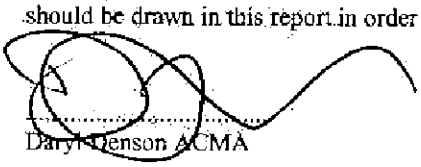
Independent examiner's statement

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



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Daryl Benson ACMA

VAST
The Dudson Centre
Hope Street
Hanley
Stoke-on-Trent
ST1 5DD

Date: 14/12/2023

New Directions Support

Statement of Financial Activities for the Year Ended 31 July 2023 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Total 2023 £
Income and Endowments from:				
Donations and legacies	3	698	-	698
Charitable activities	4	355,682	-	355,682
Investment income	5	3,350	-	3,350
Total income		359,730	-	359,730
Expenditure on:				
Charitable activities	6	(300,674)	(10,634)	(311,308)
Total expenditure		(300,674)	(10,634)	(311,308)
Net income/(expenditure)		59,056	(10,634)	48,422
Transfers between funds		(10,920)	10,920	-
Net movement in funds		48,136	286	48,422
Reconciliation of funds				
Total funds brought forward		247,286	1,794	249,080
Total funds carried forward	15	295,422	2,080	297,502

	Note	Unrestricted funds £	Restricted funds £	Total 2022 £
Income and Endowments from:				
Donations and legacies	3	29,127	(5,489)	23,638
Charitable activities	4	273,975	-	273,975
Investment income	5	778	-	778
Total income		303,880	(5,489)	298,391
Expenditure on:				
Charitable activities	6	(280,685)	(2,853)	(283,538)
Total expenditure		(280,685)	(2,853)	(283,538)
Net income/(expenditure)		23,195	(8,342)	14,853
Net movement in funds		23,195	(8,342)	14,853
Reconciliation of funds				
Total funds brought forward		224,091	10,136	234,227
Total funds carried forward	15	247,286	1,794	249,080

All of the charity's activities derive from continuing operations during the above two periods.
The funds breakdown for 2022 is shown in note 15.

The notes on pages 17 to 27 form an integral part of these financial statements.

New Directions Support

(Registration number: 08617386)
Balance Sheet as at 31 July 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	11	1,575	2,479
Current assets			
Debtors	12	32,181	4,407
Cash at bank and in hand	13	267,367	244,763
		299,548	249,170
Creditors: Amounts falling due within one year	14	(3,621)	(2,569)
Net current assets		295,927	246,601
Net assets		297,502	249,080
Funds of the charity:			
Restricted income funds			
Restricted funds	15	2,080	1,794
Unrestricted income funds			
Unrestricted funds		295,422	247,286
Total funds	15	297,502	249,080

For the financial year ending 31 July 2023 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements on pages 15 to 27 were approved by the trustees, and authorised for issue on 31/10/2023 and signed on their behalf by:

Sara Jones
Trustee

New Directions Support

Notes to the Financial Statements for the Year Ended 31 July 2023

1 Charity status

The charity is a charity limited by guarantee registered in England and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

2 Accounting policies

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

Statement of compliance
The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). They also comply with the Companies Act 2006 and Charities Act 2011.

Basis of preparation
New Directions Support meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Going concern
The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

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

Donations and legacies

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

Grants receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

Investment income

Interest on bank deposits is recognised in the period in which it is earned.

Expenditure
All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Charitable activities

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

Governance costs
These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustees meetings and reimbursed expenses.

Government grants
Government grants are recognised based on the accrual model and are measured at the fair value of the asset received or receivable. Grants are classified as relating either to revenue or to assets. Grants relating to revenue are recognised in income over the period in which the related costs are recognised. Grants relating to assets are recognised over the expected useful life of the asset. Where part of a grant relating to an asset is deferred, it is recognised as deferred income.

Taxation
The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Tangible fixed assets
Individual fixed assets costing £500.00 or more are initially recorded at cost.

Depreciation and amortisation
Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Computer Equipment	20% Straight Line
Furniture and fittings	20% Straight Line

Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Fund structure

Unrestricted income funds are general funds that are available for use at the trustees discretion in furtherance of the objectives of the charity.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Financial Instruments

Classification

Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument.
Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

Recognition and measurement

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and liabilities are only offset in the statement of financial position when, and only when there exists a legally enforceable right to set off the recognised amounts and the charity intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets are derecognised when and only when a) the contractual rights to the cash flows from the financial asset expire or are settled, b) the charity transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the charity, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

3 Income from donations and legacies

	Unrestricted funds General £	Total 2023 £
Donations and legacies;		
Donations from individuals	698	698
	698	698

	Unrestricted funds General £	Restricted funds £	Total 2022 £
Donations and legacies;			
Donations from individuals	1,207	-	1,207
Grants, including capital grants;			
Government grants	27,920	(9,889)	18,031
Grants from other charities	-	4,400	4,400
	29,127	(5,489)	23,638

4 Income from charitable activities

	Unrestricted funds General £	Total 2023 £
Provision of services	355,682	355,682

	Unrestricted funds General £	Total 2022 £
Provision of services	273,975	273,975

5 Investment income

	Unrestricted funds General £	Total 2023 £
Interest receivable and similar income; Interest receivable on bank deposits	3,350	3,350
	3,350	3,350

	Unrestricted funds General £	Total 2022 £
Interest receivable and similar income; Interest receivable on bank deposits	778	778
	778	778

6 Expenditure on charitable activities

	Activity undertaken directly	2023
	£	£
Salaries	238,787	238,787
Employers NI	2,911	2,911
Travel and general expenses	11,438	11,438
Training	1,856	1,856
Gas	2,344	2,344
Accounts preparation & independent examination	718	718
Insurance	990	990
Legal fees	1,985	1,985
Bank charges	273	273
Rent	25,866	25,866
Equipment purchases	1,846	1,846
Depreciation	904	904
Printing, postage & stationery	658	658
Publicity	922	922
Room hire	162	162
Sundries	5,134	5,134
Bungalow	1,652	1,652
Computers and software	3,974	3,974
HR	539	539
Pensions	3,779	3,779
Projects	4,570	4,570
	311,308	311,308

	Activity undertaken directly £	2022 £
Salaries	201,495	201,495
Employers NI	7,567	7,567
Travel and general expenses	11,365	11,365
Training	2,924	2,924
Gas	594	594
Repairs and renewals	1,431	1,431
Accounts preparation & independent examination	886	886
Insurance	891	891
Legal fees	1,858	1,858
Bank charges	90	90
DBS checks	561	561
Rent	26,751	26,751
Depreciation	904	904
Purchases	3,342	3,342
Printing, postage & stationery	586	586
Publicity	50	50
Room hire	510	510
Sundries	5,198	5,198
Bungalow	9,165	9,165
Computers and software	2,171	2,171
HR	1,872	1,872
Pensions	3,327	3,327
	283,538	283,538

£300,640 (2022 - £280,685) of the above expenditure was attributable to unrestricted funds and £10,634 (2022 - £2,853) to restricted funds.

7 Government grants

The company received nil (2022:£17,000) from SOT CC for the Government Infection Prevention Grant
Nil (2022:£9,885) from the National Lottery for Supported placement pilot scheme.
Nil (2022:£1,035) from Together Funding from the National Lottery
£3,694 (2022:£9,889)was refunded to the National Lottery.
The amount of grants recognised in the financial statements was £- (2022 - £18,031).

8 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.

9 Staff costs

The aggregate payroll costs were as follows:

	2023 £	2022 £
Staff costs during the year were:		
Wages and salaries	238,787	201,495
Social security costs	2,911	7,567
Pension costs	3,779	3,327
	245,477	212,389

The monthly average number of persons (including senior management / leadership team) employed by the charity during the year expressed as full time equivalents was as follows:

	2023 No	2022 No
Employees	15	8

No employee received emoluments of more than £60,000 during the year.

The total employee benefits of the key management personnel of the charity were £67,400 (2022 - £59,475).

10 Taxation

The charity is a registered charity and is therefore exempt from taxation.

11 Tangible fixed assets

	Furniture and equipment £	Computer equipment £	Total £
Cost			
At 1 August 2022	1,675	2,846	4,521
At 31 July 2023	1,675	2,846	4,521
Depreciation			
At 1 August 2022	335	1,707	2,042
Charge for the year	335	569	904
At 31 July 2023	670	2,276	2,946
Net book value			
At 31 July 2023	1,005	570	1,575
At 31 July 2022	1,340	1,139	2,479

12 Debtors

	2023 £	2022 £
Trade debtors	28,215	2,392
Prepayments	3,966	2,015
	32,181	4,407

13 Cash and cash equivalents

	2023 £	2022 £
Cash on hand	237,637	179,469
Cash at bank	29,730	65,294
	267,367	244,763

14 Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	57	49
Other taxation and social security	1,984	1,209
Pension scheme creditor	896	627
Accruals	684	684
	3,621	2,569

15 Funds

	Balance at 1 August 2022 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 July 2023 £
Unrestricted funds					
General					
Unrestricted Funds	247,286	359,730	(300,674)	(10,920)	295,422
Restricted funds					
Garden Project	1,794	-	(114)	-	1,680
Together Active	-	-	(635)	1,035	400
Lottery	-	-	(9,885)	9,885	-
Total restricted funds	1,794	-	(10,634)	10,920	2,080
Total funds	249,080	359,730	(311,308)	-	297,502

	Balance at 1 August 2021 £	Incoming resources £	Resources expended £	Balance at 31 July 2022 £
Unrestricted funds				
General				
Unrestricted Funds	224,091	303,880	(280,685)	247,286
Restricted				
Leek Project	9,889	(9,889)	-	-
Garden Project	247	4,400	(2,853)	1,794
Total restricted funds	10,136	(5,489)	(2,853)	1,794
Total funds	234,227	298,391	(283,538)	249,080

The specific purposes for which the funds are to be applied are as follows:

£4,400 was received from Screwfix Foundation for the refurbishment of the old patio at the life skills centre.

16 Analysis of net assets between funds

	Unrestricted funds General £	Restricted funds £	Total funds at 31 July 2023 £
Tangible fixed assets	1,575	-	1,575
Current assets	297,434	2,080	299,514
Current liabilities	(3,587)	-	(3,587)
Total net assets	295,422	2,080	297,502

	Unrestricted funds General £	Restricted funds £	Total funds at 31 July 2022 £
Tangible fixed assets	2,479	-	2,479
Current assets	247,376	1,794	249,170
Current liabilities	(2,569)	-	(2,569)
Total net assets	247,286	1,794	249,080

17 Related party transactions

There were no related party transactions in the year.

NEW DIRECTIONS SUPPORT

England & Wales - Charity number 1162393

Accounts

Company registration number: 08617386

Charity registration number: 1162393

New Directions Support

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 July 2022

Daryl Denson ACMA
VAST
The Dudson Centre
Hope Street
Hanley
Stoke-on-Trent
ST1 5DD

New Directions Support

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New Directions Support

Reference and Administrative Details

Trustees	Sara Jones, Chair Jerry Stokes Denise Tolson Derek Follows Julie Yates Alice Lord
Senior Management / Leadership Team	Jill Aldridge, Chief Officer Jennie Stockley, Operations Manager
Registered Office	Stafford Education & Enterprise Park Weston Road Stafford ST18 0BF The charity is incorporated in England and Wales.
Company Registration Number	08617386
Charity Registration Number	1162393
Bankers	Santander 1 Market Square Stafford ST16 2JH
Independent Examiner	Daryl Denson ACMA VAST The Dudson Centre Hope Street Hanley Stoke-on-Trent ST1 5DD

New Directions Support

Trustees' Report (incorporating The Directors' Report)

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements of the charitable company for the year ended 31 July 2022.

New Directions Support commenced operations on 3 December 2013 and is now in its 9th year of operation. Initially operated as a Community Interest Company (CIC) the organisation was formally registered as a charity on 24 June 2015.

This report accompanies the New Directions Support Accounts for the period 1 Aug 2021 to 31 July 2022. It therefore covers the period when the organisation still had to continue to react to the effects of Covid-19.

Objectives and activities

Objects and aims

For the public benefit, the relief of those in need by reason of disability by the provision of day activities for adults, over the age of 18 years, in the county of Staffordshire, in particular the provision of structured activities related to education, leisure and work-preparation.

Public benefit

The main activity of New Directions Support is the provision of a varied and structured programme of day opportunities for adults with a learning disability. Referrals can be made to the service from anyone with a learning disability who meets the eligibility criteria and lives within Stafford and the surrounding area. Otherwise service users may self-fund.

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Structure, governance and management

Nature of governing document

The charity is operated under the rules of its memorandum and articles incorporated 19 July 2013 as amended by special resolution and certificate of incorporation on change of name dated 7 May 2015.

Governance

During the accounting period the Charity continued with a high level of governance from the board of voluntary trustees. Trustees held quarterly meetings either virtually or face to face. All meetings were minuted.

At the end of the period there was a change to the trustee structure as the Vice Chair, Ms Eleanor Chumley-Roberts resigned in March 2022. This means that there are now 6 numbered trustees on the board whilst the organisation seeks to recruit further members. Trustees are encouraged to visit the service and attend functions and events, as well as visiting on an ad-hoc basis

The service continued to be managed on a day to day basis by a chief officer, assisted by an operations manager who was appointed in May 2021.The chief officer reported to the board on a range of indicators, including any serious incidents, accident and safeguarding issues. The financial performance of the organisation was monitored against predicted budgets and spends were reported at each meeting against expected financial targets. Policies were approved by the board of trustees to support the governance of the organisation. The trustees held a public AGM in December 2021 where all trustees were re-elected to the board.

The trustees remuneration sub-committee met in January 2022 to agree the pay rates for staff.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Recruitment and appointment of trustees

Trustees of New Directions Support are appointed through a fair and transparent process which follows the organisations Equal Opportunities Policy. Vacancies for trustees are advertised with a summary of the skills and/or experience sought and advertised at both a national and local level. Terms of reference for trustees are available and are sent to candidates, who then undergo a selection process, again following the organisation's equal opportunities policy. All applicants are interviewed by at least two people, including the Chair of Trustees, where their skills and suitability are appraised against the terms of reference. Trustees are made up of individuals with a range of skills and experience and, when deciding on a replacement for an existing trustee, due regard is made for the type of skills required from any replacement in order to support the board.

During this period there has been an unsuccessful recruitment process in place to gain more trustees and the process remains ongoing.

Organisational Structure and Management

During the period, the organisational management and finance staffing structure has not changed. Jill Aldridge remains as the Chief Officer and is supported by an operations manager. Management is supported by a Finance and Administration Officer part time (16.5hrs) and a Service Co-ordinator. The remainder of the contracted staff work as support workers. The organisation also employs a part time cleaner (4 hrs)At the end of July 2021, the organisation had 244.5 support hours each week. In total at the end of the period there were 15 permanent staff including the cleaner and 1 bank staff.

New Directions Support employs a HR Consultancy Firm on a retainer basis. This arrangement ensures that the organisation continues to abide by employment law and good practice, and that managers benefit from sound employment advice.

Venues

The Village

During the accounting period, New Directions Support has moved premises. The venue at Eastgate street was subject to disruption due to a neighbouring property having extensive refurbishments. This meant that the access for the premises would be taken away leaving it unsuitable to use as a venue for the organisation. In February 2022 a contract was signed at a venue owned by The New Beacon Group at Weston Rd in Stafford. Still wanting to be a part of a community, the new venue offered excellent facilities which include meeting rooms an onsite cafeteria, theatre space and free parking for all staff. The Head Office relocated and the organisation has a large ground floor arts studio and a third floor, smaller room known as the project zone.

The Life Skills Centre

New Directions Support continues to make good use of the Life Skills Centre, which is situated on the same grounds as the new Head Office. Being based here has allowed the organisation to widen its offer to individuals in order to continue to meet more diverse individual needs and outcomes. It also provides a dedicated resource for independent living skills with a fully fitted kitchen, teaching area, outdoor workshop and gardens.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Key Developments

Strategic Developments prior to the Covid-19 Pandemic.

Although the Covid-19 pandemic had an impact during the financial period there were also a number of other strategic developments during this period which are worthy of note.

External Developments

Staffordshire County Council: The Community Offer:

Around half of the service users attending New Directions Support in July 2021 come through Staffordshire County Council, with funding for individuals either provided through directly managed budgets or via a system of direct payments to carers. This amounts to some 52% of income. Hence the contractual basis by which the County Council purchases services is key to the operating model of New Directions. The remaining service users are self-funded.In 2019 Staffordshire County Council announced their intention to consult on a revised contractual framework and a move towards standardised contracts and indicative pricing.The County Council entitled this proposal “The Community Offer” and a comprehensive consultation process was undertaken in 2019. The County Council then agreed the recommendations in June 2019 and a contract process was implemented in January 2020.The contract process was designed in two parts. Organisations were asked to submit a selection questionnaire for award onto a light-touch dynamic procurement system (LTR DPS) and this would then allow them to receive details of individual tenders for service users. Bids could then be placed against individual service users with the focus on quality under a fixed price structure. New Directions Support submitted all necessary information to the Council on 3rd February 2020 and the submission was awarded onto the LTR DPS on 11th February 2020. It was then envisaged that calls for invitations to tender on an individual basis would commence from 9th March 2020. However, with the advent of the Covid-19 pandemic this process was halted on 27th March 2020. The position of this new proposed development was implemented from July 29th 2021 and is now live.The prices that are set for new service users who come through the new system are banded into low, medium and high. The medium band being more or less in line with the prices set by New Directions Support. The high band also falls in line with the prices New Directions Support sets for 1:1 support. It is not financially viable to bid for individuals on low banding unless the family agree to top up the fund.In addition to the new system, the County Council increased the amount they pay to families who receive direct payments by 6.24%. New Directions Support have not increased prices for seven years, so it was decided to increase the daily cost to all by 6.24%. This increase came into force in May 2022.

Leek Day Opportunities Project

As part of the organisation's commitment to providing high quality services to adults with learning disabilities in Staffordshire it has always been recognised that the organisation may want to investigate other districts to see if there is a demand for additional services away from Stafford.

In 2019 some research was carried out in the Leek and Staffordshire Moorlands area to see if there was need for services in the district. The Trustees agreed to a development proposal in September 2019 and a development manager was employed on a part time, casual basis to support this initiative, initially for a 3-month period. After speaking to a wide range of individuals, professionals and community groups it was recognised that there was sufficient demand to make a service in Leek viable. A suitable location was identified and an open day held on 2nd March 2020 which identified some potential service users.

To support the project an application was made to the lottery fund and on 24th April New Directions was awarded a grant of £9,889 to support the project.

However, with the onset of the Covid 19 pandemic the Leek project was put on hold and at the end of the financial period the lottery fund agreed to extend the grant until April 2022.

Research into the need of the Leek project resumed during this period and it was determined after speaking with the adult learning disability team and local organisations that there was no longer a need for further services in Leek at the present time. Therefore, the lottery grant previously awarded was paid back in full (£9,889).

Supported Placement Pilot Scheme

At New Directions Support, the adults who use the service are assessed prior to joining. It is assumed that they are eligible for day opportunities support and not recognised as individuals who can go out to work. However, some individuals do state that they want to contribute to the work force and are capable, if given the correct support. There is a lack of funding for this type of support and individuals would usually be referred to the DWP. As this is something New Directions Support is interested in exploring but currently does not receive 1:1 funding for potential individuals, a bid was put into the National Lottery Fund and the organisation was awarded a Grant of £9,885. This was awarded in April 2022 and has to be spent in 12 months. This fund will largely be spent on staffing costs to support the individuals taking part.Part of the scheme intends to identify 3 service users who are interested in work and also to find suitable work placements. The service user will be fully supported for one day per week in the placement for up to six months. During this period of time the individual will gain skills, experience and confidence to hopefully move on to voluntary or paid work in the future.Thus, being less of a financial commitment to the local authority.If the pilot scheme is successful there is a possibility that the Local Authority will fund similar schemes in the future.At the end of the accounting period 2 service users wish to join the scheme and 1 workplace is confirmed.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Together Active Fund
New Directions Support offers many activities in order to promote health, fitness and wellbeing. The organisation has been awarded a grant from the Together Active Fund through the National Lottery. This was awarded in June 2022 and is to be spent on extra sports activities such as cycling, gym use, sports hall hire, swimming and instructed classes. The awarded fund is £1035.

Sustainability and Ethics
With a growing societal awareness of the need for organisations to become more ethical, and to work in more sustainable ways, New Directions Support continues to work as ethically as possible around a policy which was approved by the Board of Trustees in July 2019. This policy laid out defined ways of working which promote an ethical and sustainable stance by the organisation.

During the accounting period the organisation has continued to be more ethical and sustainable. The organisation continues to use recycled paper and products and printing is kept to essential documents only. More carers and parents are using emails for invoices and receipts. Service users now bring in refillable bottles for refreshments and plastic waste is used in sessions to make use of the materials. A new “Upcycle” session has been introduced within the organisation. This also raises awareness and educates families and staff of the benefits of re-using items. A climate fund grant was awarded to the organisation which was used to purchase a wooden composter. Plants and shrubs were purchased in order to enhance the air quality. Local products are also sourced in order to reduce the carbon footprint.

The New Directions Support continuing response to the 2020 Covid-19 Pandemic
The financial period August 1st 2021 to July 31st 2022 was still being affected by the events of the Covid 19 global pandemic: This had an effect on the operation of the organisation and required New Directions to respond quickly and effectively to the ever changing national situation.

New Directions Support continued to work with the commissioning managers of Staffordshire County Council to risk-assess all the service users using a RAG rating. This information, overlaid by the assessment and care management teams own information, was used to alert the council to anyone with specific issues.

Throughout this period, whilst keeping all of the infection prevention measures in place, the organisation was able to offer all service users a building-based services. This is made possible by putting screens in place, good ventilation and enhanced hand hygiene. Rooms were made bigger to accommodate more service users and then in February 2022 the move to new premises afforded even larger rooms. HEPA filters were purchased for each room.Service users now are brought in and taken home again by staff, as transport is offered to all who require it.Throughout this period, the senior team of New Directions remained in contact with both Commissioning Managers and colleagues from Assessment and Care Management teamsand fed into the Incident Management Team. All advice was followed regarding infection prevention measures as advised by the NHS and the DHSC.
During this period, staff tested for Covid-19 daily until the advice was to test twice weekly only. New Directions Support continue to offer service users tests. All test results are recorded.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Internal Developments
Despite 2021-2022 being affected by the events surrounding the Covid-19 pandemic the organisation continued to develop services and initiatives. Some of the key ones are highlighted below.

Performance: Attendance Statistics
At the start of the accounting period, New Directions Support provided services for 45 people. At the end of the accounting period the organisation supported 42 people. Although the organisation has fewer service users, existing attendees extended their hours and filled the vacancies in sessions. This equates to an average daily attendance of 20 (up 1 from the last accounting period) people and 689 hours of service-delivery Monday to Friday (74 hours up from the last accounting period) This is due to offering an extra session on Thursdays for existing service users who could not attend the active day so a new session for independent living skills opened to widen the offer.

Quality Assurance
As part of ongoing quality assurance, New Directions Support seeks to gather the views of all the main stakeholders each year. This includes surveys of both staff and carers views and the results are published in an annual “impact report” which is made available publicly at the AGM. In addition, one of the most challenging issues in relation to quality assurance lies with obtaining meaningful feedback from individual service users. Previously New Directions Support piloted a number of different ways to obtain meaningful feedback from users of the service involving face to face interviews, and this continues to be an area for development within the service. However, these initiatives had to be halted temporarily in 2020 with the advent of the Covid-19 pandemic and are something that will be resumed once a more normal service resumes.

The organisation is now actively looking for methods to obtain the feedback required from service users in order to measure quality now that a more normal service is offered.

Outcomes Monitoring
With a continued emphasis on the importance of individuals achieving outcomes by the County Council, New Directions Support recognises the need to capture evidence of service user’s progression as a measure of quality. In the early spring of 2019, the organisation implemented a new system of capturing progression towards set outcomes for all Staffordshire County Council Funded clients. This has previously been difficult to achieve during the pandemic and its restrictions. However, during this accounting period we have established annual reviews with parents and carers where outcomes are set. The reviews have been carried out either virtually or face to face by the operations manager and the reporting system is underway. All staff are involved in monitoring the progression of individuals within sessions so that the organisation can report on the outcomes that are met or not met. This remains one of the key quality measures for the organisation.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Achievements and performance

Achievements
The achievements during the year have to be taken in the context of the present Covid-19 restrictions and the need to provide adjustments to the building-based service. Circumstances meant that during this period there were staff pressures due to Covid infections and the need to isolate. This resulted in sometimes lower staff numbers but the organisation was still able to offer a full service in a meaningful and safe way. The service and its users were still risk assessed in order to minimise the spread of the virus. It has been a testimony to all staff and service users that they have responded in adaptable and resilient ways.Sessions have been adapted to ensure minimal social contact and available outdoor space has been utilised as much as possible. The continuity of quality, well planned and meaningful sessions has been achieved and there has been positive feedback concerning
the management of the new way of working from all parents and carers. During the second accounting period, the move to the new premises was met with excitement from the staff and service users. The facilities, larger rooms and new sessions have given the service a refreshed new outlook which was celebrated at an Invitation only open day held on August 5th 2022. The guest of honour was the Stafford Town Crier who also revealed the organisations new logo and website.

Community Links
In the first half of the accounting period, restrictions were still in place due to Covid-19 and access to the community was restricted due to the vulnerability of the service users. A key focus of the organisation is always to be present in the community and build positive relationships within it. Prior to the Covid-19 pandemic good relationships were formed and the use of community venues was seen on a weekly basis. These include Beaconside
Sports Centre, in order to pursue activities as part of the “Active Day” programme, and the continued partnership with Freedom Leisure at the Gatehouse Theatre where performances took place twice per year. Unfortunately, during tighter restrictions due to Covid-19 these venues were not accessible for the organisations service users. During the second half of this period, restrictions relaxed and the organisation moved to their new premises. The new premises has a strong community feel with students from the local college studying there, the local police force train on site and many other organisations have welcomed New Directions Support into the community. There is an onsite cafeteria where staff and service users can socialise and buy their own lunch. NDS also has subsidised access to the landlord’s sports centre and its facilities.

In-House Resources
As a charity, the organisation does not look to make a profit and any excess income over expenditure is then able to be diverted into resources during the financial period. During 2022/2022 New Directions Support made small capital purchases to supplement existing resources. Two laptops were purchased to enhance the technology and project sessions.With the help of a grant to the organisation from The Screwfix Foundation, New Directions Support was able to refurbish the old and unsafe patio at the life skills centre. The work was carried out over the winter of 2021/2022 and it now has a flat patio, ramps and a safety fence around. This will widen the offer because the centre now has a fully accessible garden for wheelchair users whereas prior to this, access was very limited.During the year a number of excellent pieces of art have been produced in the studio under

the guidance of talented staff. These have continued to be of extremely high quality and now situated in the new ‘Arts Studio’. The group has enjoyed producing some very large art installations to adorn the walls of their new space. This room also is used for drama, dance and movement.During the first half of the period, the workshop continued to be a popular resource at New Directions Support. This multi-functional space continued to be a hub of creation and the base for the technology and design sessions each week. A wide variety of projects are made in the workshop using a range of materials and manufacturing processes and usually this is done on a whole group basis. Since the organisation has moved premises, the group occupies a third-floor room which has been named ‘The Project Zone’. The technology and design groups use this room and also the project 6 group calls it home. The achievements are many but the Jubilee party held in May 2022 was an excellent example of how the groups came together to plan, prepare and host this wonderful event. This was held at the newly refurbished garden at the Life Skills Centre.
The Life Skills Centre, which was commissioned in early 2019, has also proved to be extremely useful. The cookery sessions continue and the group has explored many foods The continued independent living skills is a vital part for the development of service users who have managed to achieve some of the outcomes set. Users have continued to develop confidence, knowledge and new skills. The centre now opens on a Thursday due to demand
and the new group learns about nutrition, health and safety and horticulture.One of the most popular sessions is the Upcycling session which ties in nicely with the Ethical and Sustainability Policy. This session is proving a firm favourite for the service users as they have the challenges of understanding materials, costs and sustainability. The group has turned some old items into things that could be bought in any boutique shop. Parents, carers and friends have made small donations for items to cover the cost of materials.

Student Links
New Directions Support was able to offer student placements after being unable to in the previous year which was a shame as it is so important to young people from both further and higher education institutions. However, 6 students were welcomed back in a safe way in the Autumn of 2022. This is a valuable scheme and New Directions Support finds great benefits in offering placements to students on the BTEC Level 2 and Level 3 in Care courses. All students on placement received a short induction (including health and safety essentials), have a member of staff as a mentor, and received mid-placement and end of placement reviews with a senior manager. The students were happy to take part in the organisation's twice weekly lateral flow testing during their placements.

Carers Links
Prior to the pandemic of March 2020 the organisation held amonthly drop-in coffee morningfor carers who were able to discuss issues of concern with each other and also with invited speakers.During the pandemic these meetings could not be held but in the second half of the period we resumed the coffee mornings and welcomed back parents and carers. The discussion and reporting of the new County Council pay structure was invaluable to carers and parents who often seek advice in these matters. During this period all carers received update letters from the Chief Officer which included any new information regarding Covid-19 and its restrictions. Also, quarterly newsletters were sent out with news and photos of activities at New Directions support. Close contact was maintained with all carers over the period of the pandemic via phone, email and social media. A Carers Survey was sent out and completed during this period.

Professional Relationships
New Directions Support joined The Chambers of Commerce in June 2022. They offer access to HR, legal, tax and health and safety support to all of its members. There are other benefits, including health and wellbeing support which will aid the organisation and its staff.

The organisation is an accredited centre for DMI (De-escalation Management Intervention) and retains the links with specialist staff at St Georges Hospital (Part of Midlands Partnership NHS Foundation Trust) to support the ongoing training and development of this important area of the work.

New Directions is also a member of Support Staffordshire and VAST, both sector infrastructure organisations, who offer help and support to the voluntary and community sector. In addition, close links continue with both BEAM Staffs (ex Mid-staffs Mencap) and also CASS (The carers organisation) on an informal basis.

New Directions Support continues to work in partnership with a wide range of health and social care professionals including Staffordshire County Council Commissioners, Social Workers, Community Nurses, Speech and Language therapists, and Psychological services, and the organisation is seen as part of a multi-disciplinary approach to meeting the needs of individuals.

Over the period staff received specialised training from a trained nurse to administer Buccal Midazolam to one specific service user who requires this as part of their support plan. The same training provider also trained all of the staff at New Directions Support in the safer handling of medication and they now hold the relevant certificate.

The British Red Cross trained three members of New Directions Support staff and they now hold a First Aid at Work Certificate, valid for 3 years.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Financial review
The following are of note in respect of the accounts for the period August 1st 2021 to July 31st 2022.
Income
During this financial period and the Covid-19 pandemic Staffordshire County Council maintained its normal level of funding for all service users with support packages. The 2021/2022 income was strengthened by £17,000 income received from the Governments Infection Prevention Grant, and another £16,188.83 received from other grants and donations. Although an unused ring-fenced lottery grant had to be paid back during this period for the sum of £9,889. This resulted in the income for the period being £298,391 which is an increase of 11.7% against the budgetd £264,749.

Expenditure
Individual expenditure groups continue to be monitored on a monthly basis against the budget set by trustees at the start of the period, and budget monitoring remains an important part of the financial controls within the organisation.

Like any organisation providing human services the staffing budget remains the single biggest expenditure within the budget and direct staffing costs were forecast at some 74% of turnover.

The organisation did incur extra costs in responding to the Covid-19 pandemic including the procurement of PPE and extra cleaning materials but these were offset against the Infection prevention grants awarded.

This led to a final expenditure for the organisation of £283,538 against a predicted spend of some £276,976 (a increase of 2%).

Overall, over the 12-month period, the organisation continued to see a sustainable financial performance with an excess of income over expenditure despite the Covid-19 restrictions. Hence, despite the unprecedented conditions during the financial year, no use had to be made of the organisation’s initial reserves available at the start of the financial year.

Policy on reserves

The organisation has a financial procedures policy which was formally adopted by trustees on the 19 October 2015 and amended in June 2016. This document includes the policy on reserves. This is given here.
a) Charity law requires any income received by a charity to be spent within a reasonable period of receipt.
b) The Charity will keep a working financial balance equal to approximately one month's operating costs within the current account.
c) Trustees will be able to justify the holding of any surplus income above this as reserves.
d) Reserves will be that part of the charity's unrestricted income funds that is freely available to spend.
e) The level of reserves held throughout the year will be monitored through the year and kept under review to ensure it meets a charity's changing needs and circumstances.
f) The Charity will aim to ensure that it builds sufficient reserves to ensure it can continue to operate and maintain its financial commitments for a six-month period without income.
g) This period of time is deemed long enough for alternative sources of funding to be investigated.
h) The reserves will cover staffing and running costs for the six-month period as well as outstanding leases and commitments due by the charity if it were wound up after this six-month period.
i) Trustees will review the amount held within reserves and the charities financial commitments under this reserves policy on a regular basis.
j) This reserves policy will be set out in the trustees' annual report.

At the end of the accounting period the organisation had £247,286 in free reserves.

As per the above policy the organisation continues to aim to have 6 months operating and closedown costs in reserve assuming no income. The exact amount of this would depend on a number of factors but is likely to be over £115,000, depending on the model used and the time of year it occurred (Figures correct as of July 2022).

In addition to allowing for the closedown contingencies the reserves also allow the organisation to manage annual fluctuations in income as referral rates change.

Trustees' Report (incorporating The Directors' Report)

Risks

New Directions Supportkeeps a register of strategic risks along with control measures, and the organisations strategic planning allows control of potential risks. Internal control risks are minimised by the implementation of financial procedures under the organisation's financial policy, and the organisation has formalisedhealth and safety, whistleblowing and safeguarding policieswhich all staff are obliged to follow.

The organisation has a process of operational risk assessments for both environmental and service user-specific hazards, and all staff are required to confirmtheir understanding of, and compliance with, the control measures. All risk assessments are reviewed regularly. The organisation has a policy for dealing with serious incidents which includes a requirement to inform the Chair of Trustees at the time. These are then reported on at the next trustees board meeting. Accidents are recorded as per health and safety legislation are reported to the board of trustees, along with any subsequent actions.

Small companies provision statement
This report has been prepared in accordance with the small companies regime under the Companies Act 2006.

Small company statement

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006

The annual report was approved by the trustees of the charity on 7/12/2022 and signed on its behalf by:

Sara Jones
Trustee

New Directions Support

Independent Examiner's Report to the trustees of New Directions Support ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 July 2022.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

.....

Daryl Denson ACMA

VAST
The Dudson Centre
Hope Street
Hanley
Stoke-on-Trent
ST1 5DD

Date: 09/01/2023

New Directions Support

Statement of Financial Activities for the Year Ended 31 July 2022 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Total 2022 £
Income and Endowments from:				
Donations and legacies	3	29,127	(5,489)	23,638
Charitable activities	4	273,975	-	273,975
Investment income	5	778	-	778
Total income		303,880	(5,489)	298,391
Expenditure on:				
Charitable activities	6	(280,685)	(2,853)	(283,538)
Total expenditure		(280,685)	(2,853)	(283,538)
Net income/(expenditure)		23,195	(8,342)	14,853
Net movement in funds		23,195	(8,342)	14,853
Reconciliation of funds				
Total funds brought forward		224,091	10,136	234,227
Total funds carried forward	15	247,286	1,794	249,080

	Note	Unrestricted funds £	Restricted funds £	Total 2021 £
Income and Endowments from:				
Donations and legacies	3	26,827	475	27,302
Charitable activities	4	236,876	-	236,876
Investment income	5	130	-	130
Total income		263,833	475	264,308
Expenditure on:				
Charitable activities	6	(231,630)	(228)	(231,858)
Total expenditure		(231,630)	(228)	(231,858)
Net income		32,203	247	32,450
Net movement in funds		32,203	247	32,450
Reconciliation of funds				
Total funds brought forward		191,888	9,889	201,777
Total funds carried forward	15	224,091	10,136	234,227

All of the charity's activities derive from continuing operations during the above two periods.

The funds breakdown for 2021 is shown in note 15.

New Directions Support

(Registration number: 08617386)
Balance Sheet as at 31 July 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	11	2,479	1,708
Current assets			
Debtors	12	4,407	24,741
Cash at bank and in hand	13	244,763	210,477
		249,170	235,218
Creditors: Amounts falling due within one year	14	(2,569)	(2,699)
Net current assets		246,601	232,519
Net assets		249,080	234,227
Funds of the charity:			
Restricted income funds			
Restricted funds	15	1,794	10,136
Unrestricted income funds			
Unrestricted funds		247,286	224,091
Total funds	15	249,080	234,227

For the financial year ending 31 July 2022 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

The financial statements on pages 15 to 27 were approved by the trustees, and authorised for issue on 4/01/2023 and signed on their behalf by:

S Jones

Sara Jones
Trustee

1 Charity status

The charity is a charity limited by guarantee registered in England and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

2 Accounting policies

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

Statement of compliance
The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). They also comply with the Companies Act 2006 and Charities Act 2011.

Basis of preparation
New Directions Support meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Going concern
The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

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

Donations and legacies

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

Grants receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

Investment income

Interest on bank deposits is recognised in the period in which it is earned.

Expenditure
All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Charitable activities

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

Governance costs
These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustees meetings and reimbursed expenses.

Government grants
Government grants are recognised based on the accrual model and are measured at the fair value of the asset received or receivable. Grants are classified as relating either to revenue or to assets. Grants relating to revenue are recognised in income over the period in which the related costs are recognised. Grants relating to assets are recognised over the expected useful life of the asset. Where part of a grant relating to an asset is deferred, it is recognised as deferred income.

Taxation
The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Tangible fixed assets
Individual fixed assets costing £500.00 or more are initially recorded at cost.

Depreciation and amortisation
Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Computer Equipment	20% Straight Line
Furniture and fittings	20% Straight Line

Trade debtors
Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents
Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors
Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Fund structure
Unrestricted income funds are general funds that are available for use at the trustees discretion in furtherance of the objectives of the charity.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Financial instruments

Classification

Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument.
Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

Recognition and measurement

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and liabilities are only offset in the statement of financial position when, and only when there exists a legally enforceable right to set off the recognised amounts and the charity intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets are derecognised when and only when a) the contractual rights to the cash flows from the financial asset expire or are settled, b) the charity transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the charity, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

3 Income from donations and legacies

	Unrestricted funds General £	Restricted funds £	Total 2022 £
Donations and legacies;			
Donations from individuals	1,207	-	1,207
Grants, including capital grants;			
Government grants	27,920	(9,889)	18,031
Grants from other charities	-	4,400	4,400
	29,127	(5,489)	23,638

	Unrestricted funds General £	Restricted funds £	Total 2021 £
Donations and legacies;			
Donations from individuals	1,302	-	1,302
Grants, including capital grants;			
Government grants	25,525	-	25,525
Grants from companies	-	475	475
	26,827	475	27,302

4 Income from charitable activities

	Unrestricted funds General £	Total 2022 £
Provision of services	273,975	273,975

	Unrestricted funds General £	Total 2021 £
Provision of services	236,876	236,876

5 Investment income

	Unrestricted funds General £	Total 2022 £
Interest receivable and similar income;		
Interest receivable on bank deposits	778	778
	778	778

	Unrestricted funds General £	Total 2021 £
Interest receivable and similar income;		
Interest receivable on bank deposits	130	130
	130	130

6 Expenditure on charitable activities

	Activity undertaken directly £	2022 £
Salaries	201,495	201,495
Employers NI	7,567	7,567
Travel and general expenses	11,365	11,365
Training	2,924	2,924
Gas	594	594
Repairs and renewals	1,431	1,431
Accounts preparation & independent examination	886	886
Insurance	891	891
Legal fees	1,858	1,858
Bank charges	90	90
DBS checks	561	561
Rent	26,751	26,751
Depreciation	904	904
Purchases	3,342	3,342
Printing, postage & stationery	586	586
Publicity	50	50
Room hire	510	510
Sundries	5,198	5,198
Bungalow	9,165	9,165
Computers and software	2,171	2,171
HR	1,872	1,872
Pensions	3,327	3,327
	283,538	283,538

	Activity undertaken directly £	2021 £
Salaries	171,351	171,351
Employers NI	5,020	5,020
Travel and general expenses	3,920	3,920
Training	1,165	1,165
Accounts preparation & independent examination	766	766
Insurance	848	848
Legal fees	513	513
Bank charges	93	93
DBS checks	306	306
Rent	30,581	30,581
Equipment purchases	1,474	1,474
Depreciation	569	569
Purchases	566	566
Telephone & IT	1,472	1,472
Printing, postage & stationery	332	332
Sundries	2,851	2,851
Bungalow	2,914	2,914
HR	4,392	4,392
Pensions	2,725	2,725
	231,858	231,858

£270,796 (2021 - £231,630) of the above expenditure was attributable to unrestricted funds and £12,742 (2021 - £228) to restricted funds.

7 Government grants

The company received £17,000 from SOT CC for the Government Infection Prevention Grant
£9,885 from the National Lottery for Supported placement pilot scheme.
£1,035 from Together Funding from the National Lottery
£9,889 was refunded to the National Lottery.
The amount of grants recognised in the financial statements was £18,031 (2021 - £25,525).

8 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.

9 Staff costs

The aggregate payroll costs were as follows:

	2022 £	2021 £
Staff costs during the year were:		
Wages and salaries	201,495	171,350
Social security costs	7,567	5,020
Pension costs	3,327	2,725
	212,389	179,095

The monthly average number of persons (including senior management / leadership team) employed by the charity during the year expressed as full time equivalents was as follows:

	2022 No	2021 No
Employees	8	8

No employee received emoluments of more than £60,000 during the year.

The total employee benefits of the key management personnel of the charity were £59,475 (2021 - £45,396).

10 Taxation

The charity is a registered charity and is therefore exempt from taxation.

11 Tangible fixed assets

	Furniture and equipment £	Computer equipment £	Total £
Cost			
At 1 August 2021	-	2,846	2,846
Additions	1,675	-	1,675
At 31 July 2022	1,675	2,846	4,521
Depreciation			
At 1 August 2021	-	1,138	1,138
Charge for the year	335	569	904
At 31 July 2022	335	1,707	2,042
Net book value			
At 31 July 2022	1,340	1,139	2,479
At 31 July 2021	-	1,708	1,708

12 Debtors

	2022 £	2021 £
Trade debtors	2,392	22,799
Prepayments	2,015	1,942
	4,407	24,741

13 Cash and cash equivalents

	2022 £	2021 £
Cash on hand	179,469	80,737
Cash at bank	65,294	129,740
	244,763	210,477

14 Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	49	53
Other taxation and social security	1,209	1,353
Pension scheme creditor	627	525
Accruals	684	768
	2,569	2,699

15 Funds

	Balance at 1 August 2021 £	Incoming resources £	Resources expended £	Balance at 31 July 2022 £
Unrestricted funds				
General				
Unrestricted Funds	224,091	303,880	(280,685)	247,286
Restricted funds				
Leek Project	9,889	(9,889)	-	-
Garden Project	247	4,400	(2,853)	1,794
Total restricted funds	10,136	(5,489)	(2,853)	1,794
Total funds	234,227	298,391	(283,538)	249,080

	Balance at 1 August 2020 £	Incoming resources £	Resources expended £	Balance at 31 July 2021 £
Unrestricted funds				
General				
Unrestricted Funds	191,888	263,833	(231,630)	224,091
Restricted				
Leek Project	9,889	-	-	9,889
Garden Project	-	475	(228)	247
Total restricted funds	9,889	475	(228)	10,136
Total funds	201,777	264,308	(231,858)	234,227

The specific purposes for which the funds are to be applied are as follows:

£4,400 was received from Screwfix Foundation for the refurbishment of the old patio at the life skills centre.

16 Analysis of net assets between funds

	Unrestricted funds General £	Restricted funds £	Total funds at 31 July 2022 £
Tangible fixed assets	2,479	-	2,479
Current assets	247,376	1,794	249,170
Current liabilities	(2,569)	-	(2,569)
Total net assets	247,286	1,794	249,080

	Unrestricted funds General £	Restricted funds £	Total funds at 31 July 2021 £
Tangible fixed assets	1,708	-	1,708
Current assets	225,082	10,136	235,218
Current liabilities	(2,699)	-	(2,699)
Total net assets	224,091	10,136	234,227

17 Related party transactions

There were no related party transactions in the year.

NEW DIRECTIONS SUPPORT

England & Wales - Charity number 1162393

Accounts

Company registration number: 08617386

Charity registration number: 1162393

New Directions Support

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 July 2021

Daryl Denson ACMA
VAST
The Dudson Centre
Hope Street
Hanley
Stoke-on-Trent
ST1 5DD

New Directions Support

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New Directions Support

Reference and Administrative Details

Trustees	Sara Jones, Chair Eleanor Chumley-Roberts, Vice-Chair Jerry Stokes Denise Tolson Derek Follows Julie Yates Alice Lord
Senior Management / Leadership Team	Warren Low, Chief Officer left 31.12.20 Jill Aldridge, Deputy Manager/Chief Officer Jennie Stockley, Operations Manager
Registered Office	The Hub 17 Eastgate Street Stafford ST16 2LZ The charity is incorporated in England and Wales.
Company Registration Number	08617386
Charity Registration Number	1162393
Bankers	Santander 1 Market Square Stafford ST16 2JH
Independent Examiner	Daryl Denson ACMA VAST The Dudson Centre Hope Street Hanley Stoke-on-Trent ST1 5DD

New Directions Support

Trustees' Report (incorporating The Directors' Report)

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements of the charitable company for the year ended 31 July 2021.

New Directions Support commenced operations on 3 December 2013 and is now in its 8th year of operation. Initially operated as a Community Interest Company (CIC) the organisation was formally registered as a charity on 24 June 2015.

This report accompanies the New Directions Support Accounts for the period 1 Aug 2020 to 31 July 2021. It therefore covers the period when the organisation had to continue to react to the events surrounding the Covid-19 pandemic.

Objectives and activities

Objects and aims

For the public benefit, the relief of those in need by reason of disability by the provision of day activities for adults, over the age of 18 years, in the county of Staffordshire, in particular the provision of structured activities related to education, leisure and work-preparation.

Public benefit

The main activity of New Directions Support is the provision of a varied and structured programme of day opportunities for adults with a learning disability. Referrals can be made to the service from anyone with a learning disability who meets the eligibility criteria and lives within Stafford and the surrounding area.

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Structure, governance and management

Nature of governing document

The charity is operated under the rules of its memorandum and articles incorporated 19 July 2013 as amended by special resolution and certificate of incorporation on change of name dated 7 May 2015.

Governance

During the accounting period the Charity continued with a high level of governance from the board of voluntary trustees. Trustees held monthly meetings due Covid-19 pandemic but from March 2021 reverted back to quarterly meetings as the restrictions were relaxed nationally and the service welcomed back many more service users in to buildings. All meetings were minuted.

At the end of the period there were no changes to the board of trustees which numbered 7 individuals. Trustees are encouraged to visit the service and attended functions and events, as well as visiting on an ad-hoc basis.

The service continued to be managed on a day to day basis by a chief officer, assisted by an operations manager who was appointed in May 2021.The chief officer reported to the board on a range of indicators, including any serious incidents, accident and safeguarding issues. The financial performance of the organisation was monitored against predicted budgets and spends were reported at each meeting against expected financial targets. Policies were approved by the board of trustees to support the governance of the organisation. The trustees held a public AGM in December 2020 where all trustees were re-elected to the board.

The trustees remuneration sub-committee met in January 2021 to agree the pay rates for staff then again in July 2021 once the financial picture was clearer.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Recruitment and appointment of trustees

Trustees of New Directions Support are appointed through a fair and transparent process which follows the organisations equal opportunities policy. Vacancies for trustees are advertised with a summary of the skills and/or experience sought and advertised at both a national and local level. Terms of reference for trustees are available and are sent to candidates, who then undergo a selection process, again following the organisation's equal opportunities policy. All applicants are interviewed by at least two people, including the Chair of Trustees, where their skills and suitability are appraised against the terms of reference. Trustees are made up of individuals with a range of skills and experience and, when deciding on a replacement for an existing trustee, due regard is made for the type of skills required from any replacement in order to support the board.

No changes to the board during this period.

Organisational Structure and Management

During the period the organisational staffing structure has changed considerably. At the end of December 2020 the Chief officer, Warren Low retired. After the recruitment process the Deputy manager, Jill Aldridge was appointed as the new Chief officer. The Deputy manager role was then filled. In June 2021 the finance officer left the organisation but was replaced immediately. One member of support staff left the organisation during the period and the position subsequently filled and a co-ordinator also resigned and the position filled with another support worker.

The staffing changes means that the staffing structure has slightly changed from the previous year and now consists of a Chief officer and an Operations manager who are supported by a part time (16.5hrs) Finance and Admin officer and a service coordinator. The remainder of the contracted staff worked as support workers.

At the end of July 2021, the organisation had 212 support hours each week. In total at the end of the period there were 11 permanent staff and 1 bank staff.

New Directions Support employs a HR Consultancy Firm on a retainer basis. This arrangement ensures that the organisation continues to abide by employment law and good practice, and that managers benefit from sound employment advice.

Venues
During the accounting period New Directions has retained two bases for internal operations. The use of community venues has been limited during this period due to the Covid-19 pandemic and the restrictions.

The Life Skills Centre
New Directions Support continued to make good use of theLife Skills Centre, which allowed the organisation to widen its offer to individuals in order to continue to meet more diverse individual needs and outcomes. The property, which sits in the grounds of the old University site at Beaconside, was refurbished in early 2019 and provides a dedicated resource for independent living skills with a fully fitted kitchen, teaching areas, gardens and offices.

The Hub
During the period the organisation continued to maintain its existing accommodation at The Hub, in central Stafford, which is also the organisations registered office. The resources at The Hub include the organisation's workshop, art studio, interactive teaching area and officeaccommodation. New Directions continues to maintain excellent relationships with the

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Key Developments

Strategic Developments prior to the Covid-19 Pandemic.

Although the Covid-19 pandemic dominated the events of the financial period there were also a number of other strategic developments prior to the pandemic which are worthy of note.

External Developments

Staffordshire County Council: The Community Offer:

Around half of the service users attending New Directions Support in July 20120 come through Staffordshire County Council, with funding for individuals either provided through directly-managed budgets or via a system of direct payments to carers. This amounts to some 56% of income. Hence, the contractual basis by which the County Council purchase services is key to the operating model of New Directions.

In 2019 Staffordshire County Council announced their intention to consult on a revised contractual framework and a move towards standardised contracts and indicative pricing, The County Council entitled this proposal "The Community Offer" and a comprehensive consultation process was undertaken in 2019. The County Council then agreed the recommendations in June 2019 and a contract process was implemented in January 2020.

The contract process was designed in two parts. Organisations were asked to submit a selection questionnaire for award onto a light-touch dynamic procurement system (LTR DPS) and this would then allow them to receive details of individual tenders for service users. Bids could then be placed against individual service users with the focus on quality under a fixed price structure. New Directions Support submitted all necessary information to the Council on 3rd February 2020 and the submission was awarded onto the LTR DPS on 11th February 2020. It was then envisaged that calls for invitations to tender on an individual basis would commence from 9th March 2020. However, with the advent of the Covid-19 pandemic this process was halted on 27th March.

The position of this new proposed development has now been implemented from July 29th 2021 and is now live.

Leek Day Opportunities Project

As part of the organisation's commitment to providing high quality services to adults with learning disabilities in Staffordshire it has always been recognised that the organisation may want to investigate other districts to see if there is a demand for additional services away from Stafford.

In 2019 some research was carried out in the Leek and Staffordshire Moorlands area to see if there was need for services in the district. The Trustees agreed to a development proposal in September 2019 and a development manager was employed on a part time, casual basis to support this initiative, initially for a 3-month period. After speaking to a wide range of individuals, professionals and community groups it was recognised that there was sufficient demand to make a service in Leek viable. A suitable location was identified and an open day held on 2nd March 2020 which identified some potential service users.

To support the project an application was made to the lottery fund and on 24th April New Directions was awarded a grant of £9,889 to support the project.

However, with the onset of the Covid 19 pandemic the Leek project was put on hold and at the end of the financial period the organisation is still awaiting guidance on when it can commence again. The grant remains in the deposit account as restricted funds.

The lottery fund has agreed to extend the grant until April 2022.

Research into the need of the Leek project has resumed and we are in contact again with commissioners, schools and other community organisations to ascertain if we will hold an October 2021 taster day if the interest is still there for the new proposed project.

Sustainability and Ethics

With a growing societal awareness of the need for organisations to become more ethical, and to work in more sustainable ways, New Directions Support continues to work as ethically as possible around a policy which was approved by the Board of Trustees in July 2019. This policy laid out defined ways of working which promote an ethical and sustainable stance by the organisation.

During the accounting period the organisation has continued to be more ethical and sustainable. The organisation continues to use recycled paper and products and printing is kept to essential documents only. More carers and parents are using emails for invoices and receipts. Service users now bring in refillable bottles for refreshments and plastic waste is used in sessions to make use of the materials. A new "Upcycle" session has been introduced within the organisation. This also raises awareness and educates families and staff of the benefits of re-using items. A climate fund grant was awarded to the organisation which was used to purchase a wooden composter. Plants and shrubs were purchased in order to enhance the air quality. Local products are also sourced in order to reduce the carbon footprint.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

The New Directions Support continuing response to the 2020 Covid-19 Pandemic

The financial period August 1st 2020 to July 31st 2021 was still being affected by the events of the Covid 19 global pandemic: This had an effect on the operation of the organisation and required New Directions to respond quickly and effectively to the ever changing national situation.

New Directions Support continued to work with the commissioning managers of Staffordshire County Council to risk-assess all the service users using a RAG rating. This information, overlaid by the assessment and care management teams own information, was used to alert the council to anyone with specific issues.

Throughout this period whilst keeping all of the infection prevention measures in place the organisation were able to offer more service users building based services. This is due to putting screens in place, good ventilation and enhanced hand hygiene. Rooms were made bigger to accommodate more service users but still maintaining social distancing. Whilst the vast majority of service users were offered places back in buildings as opposed to our alternative offer there was still a reluctance with some families to return. However, all service users received a service from the organisation. The alternative service consisted of support via virtual services (notably the video conferencing sessions) which were still open for all. This was also supplemented with projects sent home and video tutorials. Contact calls were continuing with families and additional support for users at home through garden visits and supported walks, again all based around risk assessments.

The financial response from Staffordshire County Council in respect of funding was extremely supportive and at the outset the Council committed to continue paying for all service users with support packages on a rolling basis, as long as a form of alternative support and contact was maintained with users.

However, despite the financial support of the Council it was clear that income would still be affected and with the self-funding clients the organisation was predicted to lose some income due to the pandemic. Hence the organisation decided to continue to use the government furlough scheme. This was a flexible scheme which allowed for staff to be furloughed for all or part of a working week. This became a way of balancing staffing needs to service user attendance. The staff were asked if they consented to the scheme before being included. This balance worked well until the organisation stopped using the furlough scheme at the end of June 2021 when service user's numbers increased meaning that all staff were needed in buildings to maintain the staffing ratios.

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From July 26th 2021 All service users were offered full days and a 100% building based service resumed and the alternative offer ceased. The offer of transport for all service users returned and this was risk assessed and continues to be managed safely.

Throughout this period the senior team of New Directions remained in contact with both commissioning managers and colleagues from Assessment and Care Management teams and fed into the Incident Management Team. All requested information and returns were completed, and any concerns about individual service users and/or carers were escalated as required.

At the end of the accounting period all staff are now fully vaccinated along with 95% of service users. New Directions Support Staff all carry out twice weekly lateral flow tests and once weekly Covid-19 PCR tests. Lateral flow testing was offered to service users and 11 are taking part in the organisations scheme whilst other regularly test independently sending results to the management tean to record.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Achievements and performance

Internal Developments

Despite 2020-2021 being dominated by the events surrounding the Covid-19 pandemic the organisation continued to develop services and initiatives. Some of the key ones are highlighted below.

Performance: Attendance Statistics
New Directions continues to attract referrals from Health and Social Care professionals. Unfortunately, due to social distancing and other measure we have not been able to accommodate new service users and have solely supported existing ones. At the start of the accounting period New Directions support provided services for 53 people. Due to bereavement (non covid related) and other exceptional circumstances at the end of the accounting period the organisation support 46 people. Although the organisation has fewer service users, existing attendees extended their hours and filled the vacancies in sessions.This equates to an average daily attendance of 19 people and 615 hours of service-delivery Monday to Friday (These figures are the same as the previous accounting year) During the accounting period the suspension of the Saturday service continued and at this point in time remains the same.

Quality Assurance
As part of ongoing quality assurance New Directions seeks to gather the views of all the main stakeholders each year. This includes surveys of both staff and carers views and the results are published in an annual “impact report” which is made available publicly at the annual AGM. In addition, one of the most challenging issues in relation to quality assurance lies with obtaining meaningful feedback from individual service users. Previously New Directions piloted a number of different ways to obtain meaningful feedback from users of the service, involving face to face interviews, and this continues to be an area for development within the service. However, these initiatives had to be halted temporarily in 2020 with the advent of the covid-19 pandemic, and are something that will be reinstated once a more normal service is resumed.

Outcomes Monitoring
With a continued emphasis on the importance of individuals achieving outcomes by the County Council, New Directions Support recognise the need to capture evidence of service user’s progression as a measure of quality. In the early spring of 2019 the organisation implemented a new system of capturing progression towards set outcomes for all Staffordshire County Council Funded clients. This has been difficult to achieve during this financial period due to the pandemic and its restrictions. However, we have established annual reviews with parents and carers where outcomes are set and the reporting system is underway and all staff are involved in monitoring the progression of individuals within sessions so that the organisation can report on the outcomes that are met. This remains one of the key quality measure**s** for the organisation.

Achievements
The achievements during the year have to be taken in the context of the Covid-19 pandemic and the need to provide an alternative service. Circumstances meant that from the start of this period service users either attended the
sessions in buildings or were in receipt of outreach projects, online sessions, tutorials and contact calls. Service users who were supported in buildings had to be risk assessed and had to be able to socially distance, carry out good hand hygiene techniques and follow guidance. It has been a testimony to all staff and service users at how adaptable and resilient they have been.

During this period, we have welcomed service users back at a slow rate and at the end of this period 100% have been offered places back in buildings whilst still following infection prevention measures. The alternative service has ceased.

Sessions have been adapted to ensure minimal social contact and available outdoor space has been utilised as much as possible. As an organisation the continuity of quality, well planned and meaningful sessions has been achieved and there has been positive feedback
concerning the management of the new way off working from all parents and carers.

During the second half of the reporting period all staff and service users were offered the COVID-19 vaccination. 100% of staff were double vaccinated by April 2021 and 96% of service users by June 2021.Also during this period staff have lateral flow tests twice weekly and PCR testing once per week.

Community Links
A key focus of the organisationis the way in whichin-house provisionis supplemented by an increased use of the local community. Prior to the Covid-19 pandemic good relationships were formed and the use of community venues was seen on a weekly basis. These include the Beaconside sports centre, in order to pursue activities as part of the “Active Day” programme, and the continued partnership with Freedom Leisure at the Gatehouse theatre where performances took place twice per year. Unfortunately,due to the pandemic these venues have not been used during this period. It is planned however that relationships will strengthen again and an aim to use the facilities in Autumn 2021.Also the use of cafes, shops and other accessible venues in the community will resume in Autumn 2021 as these are a valuable resource to enrich the lives of adults witha learning disability.

In-House Developments
As a charity the organisation does not look to make a profitand anyexcess income over expenditure was then able to be diverted into resources during the financial period. During 2020/2021and the financial uncertaintyas a result of the pandemic,New Directions Support did not make any capital purchases to supplement existing resources and cautiously held any excess income with the intent to purchase new equipment and materials in the coming months. A proposal to make a safer and better use of outside space has been put to the board which will also extend the offer and be more inclusive for service users with mobility disabilities.The organisation has also applied for a grant to fund this project.

During the year a number of excellent pieces of art have been produced in the studiounder the guidance of talented staff. These have continued to be of extremely high qualityand once again the group exhibited in local art exhibitionsalthough submissions were online.

The in-house workshop continued to be apopular resourceat New Directions. This multi-functional space continued to be a hub of creation andthe base for theTechnology, “Toolbox” and Woodwork sessionseach week. A wide variety of projects are made in the workshop using a range of materials and manufacturing processes and usually this is done on a whole group basis. Projects completed over the period included motorised cars, box photo frames and 3D lighting features.

TheLifeskills bungalow, which was commissioned in early 2019, has also proved to be extremelyuseful. As the restrictions relaxed the cookerysession resumed where the group have explored foods from around the world which tied in nicely with the Olympic games event we held in house. The continued independent living skills is a vital part for the development of service users who have managed to achieve some of the outcomes set. This had proven to give confidence, knowledge and new skills to all that attend.

With the new staff employed came new ideas for sessions and New Directions Support now offers an Upcycling session which ties in nicely with the Ethical and sustainability policy. This sessionis proving a firm favouritefor the service usersas they have the challenges of materials, costsand using sustainable materials.

Student Links

New Directions Support

Trustees' Report (incorporating The Directors' Report)

New Directions Support have historically offered a number of student placements to young people from both further and higher education institutions. Unfortunately,due to the pandemic and restrictions in placestudents were unable to be placed with new Directions Support. However close communication was kept with placement officers and students are due to be welcomed back in a safe way in the Autumn. This is a valuable scheme and new Directions Support find great benefits in offering placements tostudents on the BTEC Level 2 and Level 3 in Care courses.All students on placement received a short induction (including health and safety essentials), havea member of staff as a mentor, and received mid-placement and end of placement reviews with a senior manager.

Carers Links
Prior to the pandemic of March 2020 the organisation held amonthly drop-in coffee morningfor carers who were able to discuss issues of concern with each other and also with invited speakers.These meetings were not held during the reporting period and will resume in Autumn 2021.During this period all carers received monthly update letters from the Chief officer and quarterly newsletters were sent out with news and photos of activities at New Directionssupport.Excellent links continued with the local association CASS (The Carers Association) who have previously visited the carers coffee mornings to provide advice.Close contact was maintained with all carers over the period of the pandemicvia phone, email and social media.

Professional Relationships
The organisation is an accredited centre for DMI (De-escalation Management Intervention) and retains the links with specialist staff at St Georges Hospital (Part of Midlands Partnership NHS Foundation Trust) to support the ongoing training and development of this important area of the work.

New Directions is also a member of Support Staffordshire and VAST, both sector infrastructure organisations, who offer help and support to the voluntary and community sector. In addition, close links continue with both BEAM Staffs (ex Mid-staffs Mencap) and also CASS (The carers organisation) on an informal basis.

New Directions Support continues to work in partnership with a wide range of health and social care professionals including Staffordshire County Council Commissioners, Social Workers, Community Nurses, Speech and Language therapists, and Psychological services, and the organisation is seen as part of a multi-disciplinary approach to meeting the needs of individuals.

Over the period staff received specialised training from a trained nurse to administer Buccal Midazolam to one specific service user who requires this as part of their support plan. The same training provider also trained all of the staff at New Directions Support in the safer handling of medication and they now hold the relevant certificate.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Financial review
The following are of note in respect of the accounts for the period August 1st 2020 to July 31st 2021, (which this year includes the period when the organisation still offered an alternative provision and not all service users could attend the buildings due to the ongoing Covid-19 pandemic and its restrictions)

Income
During this financial period and still being influenced by the Covid-19 pandemic Staffordshire County Council maintained their normal level of funding for all service users with support packages. This enabled New Directions to mitigate some of the effects of the downturn inincome from the loss of self-funders. However, the accounts do show a decrease in income over expected budget for the mainstream weekdays and Saturdays, which both show negative variances. This is due to the loss of income from self-funders as they represent 44% of service uses. Less have been attending due to the Covid-19 pandemic and its restrictions.

The 2020/2021 income was strengthened by £18,025 income received from the Governments job-retention scheme, and another £7,975 received from grants and donations received directly in relation to the Covid-19 pandemic.

This resulted in the income for the period being £264,308 which is a reduction of 6% against the budgeted £282,257.

Expenditure
Individual expenditure groups continue to be monitored on a monthly basis against the budget set by trustees at the start of the period, and budget monitoring remains an important part of the financial controls within the organisation.

Like any organisation providing human services the staffing budget remains the single biggest expenditure within the budget and direct staffing costs were forecast at some 75% of turnover. During the financial period the majority of staff agreed to be a part of the government furlough scheme. This allowed for staffing to be adjusted and utilised to support the service users as they started to attend the service in buildings.

Outside of direct staffing costs most non-essential services were discontinued through thefirst half of the financial period, which meant there were some corresponding reductions in expenditure associated with building-based services. For example, this includes staff expenses in relation to transporting individuals to and from the service, external room hire, consumables and crafts, and printing, post and stationery. During the second half of this reporting period the aforementioned was reinstated so expenditure increased.

The organisation did however incur extra costs in responding to the Covid-19 pandemic including the procurement of PPE extra cleaning materials, outdoor equipment and the purchase of single tables but these were offset against the Infection prevention grants awarded.This led to a final expenditure for the organisation of £231,858 against a predicted spend of some £282,500 (a reduction of some 18%).

Overall, over the 12-month period, the organisation continued to see a sustainable financial performance with an excess of income over expenditure despite the Covid-19 pandemic. Hence despite the unprecedented conditions during the financial year no use had to be made of the organisations initial reserves available at the start of the financial year.

Policy on reserves

The organisation has a financial procedures policy which was formally adopted by trustees on the 19 October 2015 and amended in June 2016. This document includes the policy on reserves. This is given here.
a) Charity law requires any income received by a charity to be spent within a reasonable period of receipt.
b) The Charity will keep a working financial balance equal to approximately one month's operating costs within the current account.
c) Trustees will be able to justify the holding of any surplus income above this as reserves.
d) Reserves will be that part of the charity's unrestricted income funds that is freely available to spend.
e) The level of reserves held throughout the year will be monitored through the year and kept under review to ensure it meets a charity's changing needs and circumstances.
f) The Charity will aim to ensure that it builds sufficient reserves to ensure it can continue to operate and maintain its financial commitments for a six-month period without income.
g) This period of time is deemed long enough for alternative sources of funding to be investigated.
h) The reserves will cover staffing and running costs for the six-month period as well as outstanding leases and commitments due by the charity if it were wound up after this six-month period.
i) Trustees will review the amount held within reserves and the charities financial commitments under this reserves policy on a regular basis.
j) This reserves policy will be set out in the trustees' annual report.

At the end of the accounting period the organisation had £234,227 in reserves including a ring fenced grant of £9,889 for the Leek project.

As per the above policy the organisation continues to aim to have 6 months operating and closedown costs in reserve assuming no income. The exact amount of this would depend on a number of factors but is likely to be over £115,000, depending on the model used and the time of year it occurred (Figures correct as of July 2021).

In addition to allowing for the closedown contingencies the reserves also allow the organisation to manage annual fluctuations in income as referral rates change.

As of the end of the accounting period the organisation had £224,211 in free reserves. As per the above policy the organisation continues to aim to have 6 months operating and closedown costs in reserve which equates to approximately £124,548. In addition to allowing for the closedown contingencies the reserves also allow the organisation to manage annual fluctuations in income as referral rates change.

New Directions Support

Trustees' Report (incorporating The Directors' Report)

Risks

New Directions Supportkeeps a register of strategic risks along with control measures, and the organisations strategic planningallows control of potential risks. Internal control risks are minimised by the implementation of financial procedures under the organisation's financial policy, and the organisation has formalisedhealth and safety, whistleblowing and safeguarding policieswhich all staff are obliged to follow.

The organisation has a process of operational risk assessments for both environmental and service user-specific hazards, and all staff are required to confirmtheir understanding of, and compliance with, the control measures. All risk assessments are reviewed regularly. The organisation has a policy for dealing with serious incidents which includes a requirement to inform the Chair of Trustees at the time. These are then reported on at the next trustees board meeting. Accidents are recorded as per health and safety legislation are reported to the board of trustees, along with any subsequent actions.

Small companies provision statement

This report has been prepared in accordance with the small companies regime under the Companies Act 2006.

Small company statement

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006

The annual report was approved by the trustees of the charity on ...10/12/21and signed on its behalf by:

.....

Sara Jones
Trustee

New Directions Support

Independent Examiner's Report to the trustees of New Directions Support ("the Company")

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 July 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 New Directions Support are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

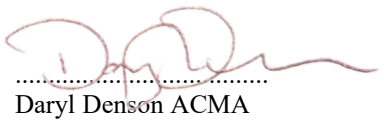
Independent examiner's statement

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



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Daryl Denson ACMA

VAST
The Dudson Centre
Hope Street
Hanley
Stoke-on-Trent
ST1 5DD

New Directions Support

Independent Examiner's Report to the trustees of New Directions Support ("the Company")

Date:15/12/2021.....

New Directions Support

Statement of Financial Activities for the Year Ended 31 July 2021 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Total 2021 £
Income and Endowments from:				
Donations and legacies	3	26,827	475	27,302
Charitable activities	4	236,876	-	236,876
Investment income	5	130	-	130
Total income		263,833	475	264,308
Expenditure on:				
Charitable activities	6	(231,630)	(228)	(231,858)
Total expenditure		(231,630)	(228)	(231,858)
Net income		32,203	247	32,450
Net movement in funds		32,203	247	32,450
Reconciliation of funds				
Total funds brought forward		191,888	9,889	201,777
Total funds carried forward	14	224,091	10,136	234,227

	Note	Unrestricted funds £	Restricted funds £	Total 2020 £
Income and Endowments from:				
Donations and legacies	3	20,623	9,889	30,512
Charitable activities	4	261,503	-	261,503
Investment income	5	911	-	911
Total income		283,037	9,889	292,926
Expenditure on:				
Charitable activities	6	(249,517)	-	(249,517)
Total expenditure		(249,517)	-	(249,517)
Net income		33,520	9,889	43,409
Net movement in funds		33,520	9,889	43,409
Reconciliation of funds				
Total funds brought forward		158,368	-	158,368
Total funds carried forward	14	191,888	9,889	201,777

All of the charity's activities derive from continuing operations during the above two periods.

The funds breakdown for 2020 is shown in note 14.

New Directions Support

(Registration number: 08617386)
Balance Sheet as at 31 July 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	10	1,708	2,277
Current assets			
Debtors	11	24,741	22,683
Cash at bank and in hand	12	210,477	179,874
		235,218	202,557
Creditors: Amounts falling due within one year	13	(2,699)	(3,057)
Net current assets		232,519	199,500
Net assets		234,227	201,777
Funds of the charity:			
Restricted income funds			
Restricted funds	14	10,136	9,889
Unrestricted income funds			
Unrestricted funds		224,091	191,888
Total funds	14	234,227	201,777

For the financial year ending 31 July 2021 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

The financial statements on pages 15 to 27 were approved by the trustees, and authorised for issue on 10/12/21. and signed on their behalf by:

Sara Jones
Trustee

1 Charity status

The charity is a charity limited by guarantee registered in England and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

2 Accounting policies

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

Statement of compliance
The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). They also comply with the Companies Act 2006 and Charities Act 2011.

Basis of preparation
New Directions Support meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Going concern
The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

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

Donations and legacies

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

Grants receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

Investment income

Interest on bank deposits is recognised in the period in which it is earned.

Expenditure
All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Charitable activities

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

Governance costs
These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustees's meetings and reimbursed expenses.

Government grants
Government grants are recognised based on the accrual model and are measured at the fair value of the asset received or receivable. Grants are classified as relating either to revenue or to assets. Grants relating to revenue are recognised in income over the period in which the related costs are recognised. Grants relating to assets are recognised over the expected useful life of the asset. Where part of a grant relating to an asset is deferred, it is recognised as deferred income.

Taxation
The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Tangible fixed assets
Individual fixed assets costing £500.00 or more are initially recorded at cost.

Depreciation and amortisation
Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Computer Equipment	20% Straight Line

Trade debtors
Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents
Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors
Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Fund structure
Unrestricted income funds are general funds that are available for use at the trustees discretion in furtherance of the objectives of the charity.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Financial instruments

Classification

Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument.
Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

Recognition and measurement

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and liabilities are only offset in the statement of financial position when, and only when there exists a legally enforceable right to set off the recognised amounts and the charity intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets are derecognised when and only when a) the contractual rights to the cash flows from the financial asset expire or are settled, b) the charity transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the charity, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

3 Income from donations and legacies

	Unrestricted funds General £	Restricted funds £	Total 2021 £
Donations and legacies;			
Donations from individuals	1,302	-	1,302
Grants, including capital grants;			
Government grants	25,525	475	26,000
	26,827	475	27,302

	Unrestricted funds General £	Restricted funds £	Total 2020 £
Donations and legacies;			
Donations from individuals	3,893	-	3,893
Grants, including capital grants;			
Government grants	16,730	-	16,730
Grants from other charities	-	9,889	9,889
	20,623	9,889	30,512

4 Income from charitable activities

	Unrestricted funds General £	Total 2021 £
Provision of services	236,876	236,876

	Unrestricted funds General £	Total 2020 £
Provision of services	261,503	261,503

5 Investment income

	Unrestricted funds General £	Total 2021 £
Interest receivable and similar income;		
Interest receivable on bank deposits	130	130
	130	130

	Unrestricted funds General £	Total 2020 £
Interest receivable and similar income;		
Interest receivable on bank deposits	911	911
	911	911

6 Expenditure on charitable activities

	Activity undertaken directly £	2021 £
Salaries	171,351	171,351
Employers NI	5,020	5,020
Travel and general expenses	3,920	3,920
Training	1,165	1,165
Accounts preparation & independent examination	766	766
Insurance	848	848
Legal fees	513	513
Bank charges	93	93
DBS checks	306	306
Rent	30,581	30,581
Equipment purchases	1,474	1,474
Depreciation	569	569
Purchases	566	566
Telephone & IT	1,472	1,472
Printing, postage & stationery	332	332
Sundries	2,851	2,851
Bungalow	2,914	2,914
HR	4,392	4,392
Pensions	2,725	2,725
	231,858	231,858

	Activity undertaken directly £	2020 £
Salaries	186,352	186,352
Employers NI	6,423	6,423
Travel and general expenses	8,019	8,019
Training	829	829
External staff	245	245
Accounts preparation & independent examination	654	654
Insurance	851	851
Legal fees	663	663
Bank charges	90	90
DBS checks	78	78
Rent	23,550	23,550
Equipment purchases	1,675	1,675
Depreciation	569	569
Purchases	1,685	1,685
Telephone & IT	1,319	1,319
Printing, postage & stationery	555	555
Publicity	162	162
Room hire	709	709
Sundries	1,666	1,666
Bungalow	7,723	7,723
Occupational Health	9	9
HR	2,748	2,748
Pensions	2,943	2,943
	249,517	249,517

£231,630 (2020 - £249,517) of the above expenditure was attributable to unrestricted funds and £228 (2020 - £Nil) to restricted funds.

7 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.

8 Staff costs

The aggregate payroll costs were as follows:

	2021 £	2020 £
Staff costs during the year were:		
Wages and salaries	171,350	186,352
Social security costs	5,020	6,423
Pension costs	2,725	2,943
	179,095	195,718

The monthly average number of persons (including senior management / leadership team) employed by the charity during the year expressed as full time equivalents was as follows:

	2021 No	2020 No
Employees	8	8

No employee received emoluments of more than £60,000 during the year.

The total employee benefits of the key management personnel of the charity were £45,396 (2020 - £53,391).

9 Taxation

The charity is a registered charity and is therefore exempt from taxation.

10 Tangible fixed assets

	Computer equipment £	Total £
Cost		
At 1 August 2020	2,846	2,846
At 31 July 2021	2,846	2,846
Depreciation		
At 1 August 2020	569	569
Charge for the year	569	569
At 31 July 2021	1,138	1,138
Net book value		
At 31 July 2021	1,708	1,708
At 31 July 2020	2,277	2,277

11 Debtors

	2021 £	2020 £
Trade debtors	22,799	20,701
Prepayments	1,942	1,982
	24,741	22,683

12 Cash and cash equivalents

	2021 £	2020 £
Cash on hand	80,737	25
Cash at bank	129,740	179,849
	210,477	179,874

13 Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	53	458
Other taxation and social security	1,353	1,315
Pension scheme creditor	525	571
Accruals	768	713
	2,699	3,057

14 Funds

	Balance at 1 August 2020 £	Incoming resources £	Resources expended £	Balance at 31 July 2021 £
Unrestricted funds				
General				
Unrestricted Funds	191,888	263,833	(231,630)	224,091
Restricted funds				
Leek Project	9,889	-	-	9,889
Garden Project	-	475	(228)	247
Total restricted funds	9,889	475	(228)	10,136
Total funds	201,777	264,308	(231,858)	234,227

	Balance at 1 August 2019 £	Incoming resources £	Resources expended £	Balance at 31 July 2020 £
Unrestricted funds				
General				
Unrestricted Funds	158,367	283,037	(249,516)	191,888
Restricted				
Leek Project	-	9,889	-	9,889
Total funds	158,367	292,926	(249,516)	201,777

15 Analysis of net assets between funds

	Unrestricted funds General £	Restricted funds £	Total funds at 31 July 2021 £
Tangible fixed assets	1,708	-	1,708
Current assets	225,082	10,136	235,218
Current liabilities	(2,699)	-	(2,699)
Total net assets	224,091	10,136	234,227

	Unrestricted funds General £	Restricted funds £	Total funds at 31 July 2020 £
Tangible fixed assets	2,277	-	2,277
Current assets	192,668	9,889	202,557
Current liabilities	(3,057)	-	(3,057)
Total net assets	191,888	9,889	201,777

16 Related party transactions

There were no related party transactions in the year.