

REGISTERED COMPANY NUMBER: 02996621 (England and Wales)
REGISTERED CHARITY NUMBER: 1168733

**Report of the Trustees and
Financial Statements
for the Year Ended 31 March 2025
for
Natural Breaks Limited**

**SB&P
Chartered Accountants & Statutory Auditors
Oriel House
2/8 Oriel Road
Bootle
Merseyside
L20 7EP**

Natural Breaks Limited

**Contents of the Financial Statements
for the Year Ended 31 March 2025**

	Page
Report of the Trustees	1 to 11
Report of the Independent Auditors	12 to 15
Statement of Financial Activities	16
Statement of Financial Position	17
Statement of Cash Flows	18
Notes to the Statement of Cash Flows	19
Notes to the Financial Statements	20 to 26

Natural Breaks Limited

**Report of the Trustees
for the Year Ended 31 March 2025**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2025. The trustees have adopted the provisions of 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).

Natural Breaks Limited

Report of the Trustees for the Year Ended 31 March 2025

OBJECTIVES AND ACTIVITIES

Objectives and aims

To relieve the needs of adults and children with disabilities and their carers residing in the North West of England by:

- Providing help, support and guidance.
- Promoting health and well being through supporting individuals to lead full and active lives.
- Providing supported holidays.
- Providing opportunities for respite.

Mission

We believe living an ordinary life can be extraordinary. Our mission is to work with people with disabilities, their families, commissioners and our strategic partners

- to develop and deliver excellent personalised services,
- providing the highest standards of support and care,
- and best value for money

so that people with disabilities and complex needs and their families can live more fulfilling and inclusive lives.

Values

Our mission is underpinned through 'The Natural Breaks Way'; our values being:

- Person Centeredness
The people we support are at the heart of everything we do. We believe in empowering people to develop the skills and confidence to fulfil their aspirations and dreams.
- Respect
We believe in paying due regard and consideration for the feelings, abilities and rights of others. Natural Breaks is a place where everyone feels valued and contributes to making a difference.
- Kind
We believe in the importance of being caring and considerate in providing support that empowers people to live their best life.
- Commitment
We are dedicated to working together to deliver an exceptional service where people are encouraged to achieve their goals and aspirations.
- Inclusive
We believe every individual has the right to live as a valued member of their community, creating a sense of belonging and ability to positively contribute to that community.
- Creative
We are imaginative and resourceful in finding solutions which meet individual needs and aspirations, as well as those of the organisation.

Our key business objectives for 2024-2025 were as follows:

- To continually assess the needs and priorities of people we support, workforce availability and technological solutions to deliver services in a safe and secure way.
- To provide value for money to the people and organisations who commission our services.
- To maintain our position as a preferred supplier with Liverpool Adult Social Services and all local authorities in the areas where we operate as an approved provider on the Liverpool City Region Framework.
- To deliver the Financial Sustainability Plan to increase income generation and to tightly manage expenditure.
- To develop a pathway to prepare to achieve CQC Outstanding status.
- To deliver our Workforce Development Strategy and implement changes to our pay and benefits, terms and conditions, health and wellbeing support.
- To commence 'Natural Breaks 2030' - a strategic review of the needs of people we support, their families and commissioners from 2025 onwards.
To deliver our 'Back to Basics' programme, bringing together staff, senior managers and Trustees in resetting expectations and standards using insights and experiences of the people we support.
- To develop our Cyber Resilience strategy and Digital Development Plans.
- To continually review how the services we provide fit with the 'a life not a service' concept and identifying how we could address those needs.
- To develop innovative solutions to meet the needs of people with disabilities who fall outside assessed needs services.

Natural Breaks Limited

Report of the Trustees for the Year Ended 31 March 2025

OBJECTIVES AND ACTIVITIES

Significant activities

Supported Living - we support 25 people providing support at the right level that enables people to live their lives in their own homes. Support is provided by teams who are dedicated to each person. Teams have a co-ordinator who is directly responsible to a senior manager.

Social and Learning - we work with 39 people who have been assessed as needing one or more people to support them. This involves our support staff meeting people at the places where they live or at a pre-arranged place so that they can get out regularly to get involved in things that will enhance their wellbeing i.e. college or other classes; employment or voluntary work; sports and exercise.

'The Breakers' caravan - our accessible caravan in North Wales. In total 15 people we support and other people with disabilities, plus their families or carers used the caravan, some more than once.

Newquay Holiday - this is an annual event that takes place in late Summer. In 2024, 10 people we support went with 3 staff. The trustees are extremely grateful to Liverpool Lions for their financial contribution to costs and Newquay Lions who host the trip and provide a range of activities for the people we support to enjoy.

We delivered a number of events in 2024-25. The events held were designed to appeal to different tastes and interests of as many people we support as possible. Where possible the events were opened up to people with needs who are not supported by Natural Breaks and in some cases, the local community. We were able to utilise some of the funds raised through 'Take a Break with Natural Breaks' fundraising to make these events accessible to more people. Highlights included:

- Excursions to get 'sea air' at Llandudno, Blackpool, and West Kirby.
- Trips to Cheshire Oaks (Christmas Shopping) and ITV's Coronation Street set.
- Seasonal events to celebrate Easter and a Halloween party.
- Celebrating landmark birthdays for people we support and long service awards for staff.
- Christmas Party, Christmas jumper day and trip to see a local Christmas Panto.
- Launching inclusive Bowling Nights which have become particularly nice event for friends and families to join in.
- A walking group established by our Have Your Say group - the representatives of people we support - who identify and lead walks in parks and other places of interest on Merseyside.

A copy of the 2024-25 Impact Report is available on our website <https://www.naturalbreaks.co.uk/>

Public benefit

In setting our objectives and planning our activities the trustees have considered the Charity Commission's general guidance on public benefit.

ACHIEVEMENTS AND PERFORMANCE

Charitable activities

In the year to 31 March 2025 our key achievements were as follows:

- Continuing to provide quality services to the people we support and their families and carers, despite the well documented challenges the sector faces. The Care Quality Commission's approach to inspections of providers' services has changed but our rating remains GOOD. In their July 2023 'off-site' dynamic monitoring review the inspectors stated 'we have not found evidence that we need to carry out an inspection or reassess our rating'. The last full inspection in May 2019 focused on the five key areas as to whether the service provided is safe, effective, caring, responsive and well-led. Natural Breaks was rated as GOOD in all areas. The inspector commented:
 - 'People were positive about the care and support they received from Natural Breaks'
 - 'Staff were caring and always promoted people's dignity and independence'
 - 'People and their relatives were highly complimentary about the service. People told us the service was "excellent" and met people's needs'
 - 'People we spoke with told us they felt safe being supported by the staff, and staff were able to describe the course of action they would take if they felt someone was being harmed or was at risk of harm'
 - Risks which compromised people's health and well-being were appropriately assessed, and contained a high level of detailed information'
- Two of our senior managers have jointly run the Liverpool Registered Managers forum since March 2024.
- Maintaining preferred supplier status with Liverpool Adult Social Services. Liverpool City Council Contracts and Commissioning meetings with providers have now resumed and cover; safeguarding, quality assurance, use of voids and topical matters. No issues were raised in respect of Natural Breaks, and only positive verbal feedback was received about the Charity's excellent reputation.
- Holding approved provider status with the local authorities for Wirral, Sefton and Cheshire West and Chester.
- Delivering our financial sustainability plan, which enabled us to increase income and manage our costs whilst keeping our 2024-25 pay rates at Real Living Wage levels.
- Using the Positive Behavioural Support skills and knowledge in our senior management team to ensure a further successful transition of two young people with multiple complex needs from child to adult social care. Achievements that have led to us being approached to deliver similar services.
- Developing ideas around 'a life not a service', for example; future proofing housing models, facilitating volunteering opportunities in local communities, people we support co-editing our newsletter and determining the annual events programme.
- Listening to the people we support and their families to understand how well our support services are meeting their needs and identify what's working well for them and where improvements could be made. In our 2025 annual survey we focussed on; safety, effectiveness, caring, responsive and well-led:- 95% rated our services safe- 98% rated our services effective- 97% rated our services as caring- 95% rated our services as responsive- 95% rated our services as well-led
- Delivering our Workforce Development Strategy; pulling together initiatives around pay, benefits, conditions, training & development, health and wellbeing ensuring we remain an attractive and competitive employer. In our latest staff survey (July 2025) employees were asked what they felt about their job and overall experience of working at Natural Breaks, what's working for them and where improvements could be made:- 93% considered their job responsibilities were clearly defined- 86% felt they were kept up to date with news about our organisation and developments- 88% felt Natural Breaks is committed to ensuring the wellbeing of employees- 93% considered they're happy in their work- 86% would recommend Natural Breaks a good place to work- 70% felt our employee benefits scheme suitable
- Developing our Cyber Resilience strategy and Digital Development Plans; including further implementation of our care support system, data migration to cloud storage and replacing obsolete hardware to support the upgrade to Windows 11 across the organisation.
- Delivering our 'Back to Basics' programme - a series of workshops bringing together staff, senior managers and Trustees with the people we support, to reset expectations, standards and clarity around roles and responsibilities.
- Seeing the Have Your Say group grow in confidence with an increased sense of empowerment, where they have made important contributions to the 'Back to Basics' workshops, staff Welcome/Induction days, interview panels and training sessions.
- Kicking off the 'Natural Breaks 2030' strategic review started with a visioning workshop to consider the needs of people we support, their families and commissioners in five years time. Follow-on strategic work to consider digital and workforce developments and impacts is part of our 2025-26 plans.

¹ One of our senior managers is a BILD (British Institute of Learning Disabilities) accredited Positive Behavioural Support Coach (PBS) and other members of our senior management team hold PBS practitioner status

ACHIEVEMENTS AND PERFORMANCE

Fundraising activities

The Trustees decided to aim for modest fundraising levels in 2024-25 and to continue all fundraising without recourse to an internal fundraiser or external support.

The charity successfully raised funds around the theme 'Take a Break with Natural Breaks'. This fund is designed to provide assistance for people with disabilities to be able to access subsidised trips, events etc. Our Chief Executive led on bids and other funds were raised through our staff and trustees, their families and friends, and families and friends of people we support.

We raised £6,185 mainly through the following:

- A successful bid for £4,000 from Scott Bader
- A donation from an employee of Scott Bader, related to a person we support, using their allocation of the Scott Bader Employees charity support scheme
- Other donations from individuals connected with our staff, trustees and friends and families of people we support
- The easy fundraising scheme when our supporters use this facility for their on-line shopping

Additionally; one of our senior managers is a BILD (British Institute of Learning Disabilities) accredited Positive Behavioural Support Coach (PBS) and other members of our senior management team hold PBS practitioner status.

- A relative of our Finance Manager and their work colleagues gave their 'charity day' to decorate the home of a person we support,
- A relative of our Chief Executive gave their 'charity day' to mentor our Communications & Marketing coordinator.

Our website, fully launched in 2018, has excellent, secure fundraising functionality and is the prime method for receiving donations.

Natural Breaks has registered with the Fundraising Regulator and follow the Code of Fundraising Practice. We do not use professional fundraisers or commercial participators. All events are managed by a nominated employee and all funds raised are managed by our Finance Manager. The very nature of our charity brings us into contact with vulnerable people and we have robust safeguarding and professional boundaries policies. We have had no complaints about fundraising by our charity.

Internal and external factors

The trustees are delighted with the performance of our Chief Executive, Diane Hesketh. Diane is an ideal fit for Natural Breaks; she always brings great enthusiasm to the role, her leadership has transformed the senior management team, motivated and developed our workforce, raised the profile and importance of Natural Breaks with commissioners. Diane has a real rapport with the people we support and their families. Due to Diane's leadership Natural Breaks was nominated as a finalist at the 2024 National Diversity Awards, whilst at the 2024 Learning Disability & Autism Awards our Have Your Say group was shortlisted for 'The Peoples Award' and one of our senior managers was shortlisted for 'The Outstanding Contribution Award'. Diane herself was shortlisted for a Women Achieving Greatness in Social Care (WAGS) award.

FINANCIAL REVIEW

Financial position

The actions in our Financial Sustainability Plan, first introduced by the trustees in 2018-19, continued through 2024-25. Our income grew by 8.6%, reflecting uplifts in rates paid by commissioners and increased delivery. Through careful management of resources (e.g. yet again we delivered our services without recourse to agency staffing) and tight control of costs, we were able to continue to pay at Real Living Wage levels but keep our expenditure increase to 13.5%. Overall, the organisation recorded a surplus of £18,667 (0.4%) which was better than forecast in the plan.

The trustees have agreed a further financial sustainability plan for 2025-26 with a number of actions identified, initiatives to increase overall income and measures to tightly control costs.

Included within the charity balance sheet at the year-end is an amount of £86,627 being deposits held on behalf of beneficiaries of the charity (the 'Designated Custodian Fund'), the amount is duly represented by an equal creditor of £86,627.

Natural Breaks Limited

Report of the Trustees for the Year Ended 31 March 2025

FINANCIAL REVIEW

Principal funding sources

Our principal funding in 2024-25 came from commissioners in the local authorities of Liverpool and Sefton with some via NHS Continuing Health Care. Other funding came from direct payments by people we support, their families and carers.

There were restricted grants and funds received in 2024-25 amounting to £7,906 in respect of the 'Take a Break with Natural Breaks' fund and funding for the caravan.

Investment policy and objectives

Funds that are surplus to requirements in the short term are kept in fixed term and notice-based interest-bearing accounts in accordance with the charity's Investments Strategy. The trustees consider that the return of 1.8% for 2024-25 is acceptable given the nature of the investments. Natural Breaks does not have any other investments.

Reserves policy

Natural Breaks is determined to keep a level of reserves commensurate with balancing the need to release funds with the need to retain sufficient funds for an orderly, compliant closure and redundancy costs. The calculation of average monthly operating costs includes all recurring predictable expenses such as redundancy for office-based staff, salaries, tax/NI and rent. Best- and worst-case breakdowns are held with the organisation's Reserve Policy.

The level of reserves at 31 March 2025 increased to £942,564. The trustees acknowledge that this is higher than that required by the best-case (£310,127) and worst-case (£441,407) costs in the Reserves Policy but they believe that it is appropriate in view of the general economic uncertainty in the sector, pressures on income and increasing staff costs, for example, employers national insurance. The Reserves Policy is kept under regular review and at the next major review in 2026 trustees will consider policy robustness and appropriate levels of reserves against emerging threats, for example, cyber.

FUTURE PLANS

The trustees are fully aware of the short/medium term challenges Natural Breaks face in delivering social care. The need to balance the pressures on income; the expectations of people we support and their families and carers; the need to excel in regulatory requirements and to meet the needs to reward and develop our workforce are kept in sharp focus. Looking to the longer term, the trustees recognise that there will be significant changes to social care provision and, with our Chief Executive and all managers, are continuing work to develop our 'Natural Breaks 2030' strategy which will shape our business plans over the next five years.

Our plans for 2025-26 build on the financial sustainability and the workforce development actions introduced in previous years that have placed the organisation in ideal shape to expand the range of services and activities we can provide. Our plans include:

- Ensuring we continue delivering services in a safe and secure way by assessing the needs and priorities of people we support, workforce availability, technological solutions and HM Government, commissioners and public health guidance
- Delivering the financial sustainability plan to increase income generation and tightly manage expenditure
- Implementing a pathway to achieve CQC Outstanding status
- Delivering our Workforce Development plan, implementing changes to our pay and benefits, terms and conditions, health and wellbeing support to ensure we remain an attractive and competitive employer
- Developing the strands of the 'Natural Breaks 2030' strategic review that commenced in 2024-25, by considering the digital needs of people we support, developments with AI and digital tools and the consequent workforce requirements
- Establishing our Digital Transformation, Cyber Security & Data Protection plan, encompassing transformation streams of: people we support (including digital exclusion); frontline; communications & digital infrastructure; back office and cyber security and data protection
- Reviewing how the services we provide fit with the 'a life not a service' concept and identifying how we could address those other needs, in particular, reassessing the housing needs of the people we support with the aim of future proofing housing models.
- Developing innovative solutions to meet the needs of people with disabilities who fall outside assessed needs services.

Natural Breaks Limited

Report of the Trustees for the Year Ended 31 March 2025

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

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

Charity constitution

Natural Breaks activities started in 1992 and was incorporated as a not-for-profit company limited by guarantee in 1994. In August 2016 it became a registered charity.

Recruitment and appointment of new trustees

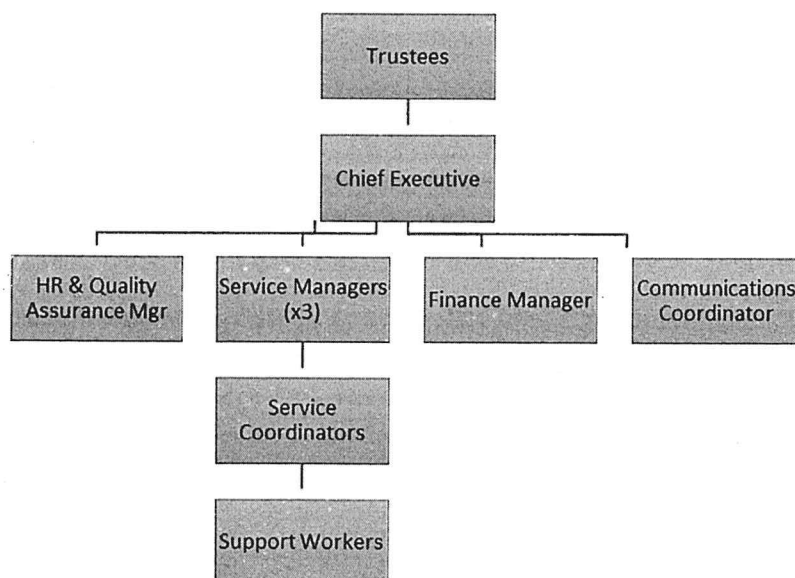
The Articles allow for up to 9 trustees (minimum 2). As at 31st March 2025, the Board had 6 trustees.

Natural Breaks has a policy governing conflicts of interest and all trustees must complete a declaration of interests. A register is maintained by the company secretary.

Trustees are elected by the members of the charity and one third, by rotation, each year must retire and can stand for re-election. The trustees have discretion to admit into membership of the charity individuals who support the objects of Natural Breaks. Constant regard is paid to the skills mix of the trustees to ensure they all have the necessary skills to contribute fully to the charity's development.

Organisational structure

The organisation structure at 31st March 2025 was as follows:



STRUCTURE, GOVERNANCE AND MANAGEMENT

Decision making

The board of trustees meets bi-monthly. The board is supported by the following committees, with defined terms of reference, and which meet throughout the year:

- Governance and Safeguarding
- Finance
- Business and Marketing

Recognising the importance of digital developments and cyber security, the trustees established a new Digital & Cyber committee in 2025. It has defined terms of reference and is chaired by one of our trustees who has extensive knowledge of digital developments and cyber security particularly in adult social care.

The chief executive and senior managers attend, and provide reports to, regular meetings of the board of trustees and the committees. This enables the business of Natural Breaks, including strategy development and governance, to be undertaken collaboratively.

The chief executive manages the day to day business within defined authority delegated by the trustees. The delegated authority is reviewed annually and covers activities that can be undertaken without the trustees' specific agreement, for example:

- Size and scope of services that can be procured.
- Fundraising.
- Staff policies.
- Staff remuneration.
- Budget and expenditure.
- Procurement of assets.
- Contractual obligations and liabilities.

Induction and training of new trustees

On becoming a trustee, trustees are briefed by the chair on their responsibilities as a trustee. They are briefed by their co-trustees and chief executive on the history of Natural Breaks, financial position and operational management of the charity, current objectives and future plans. The trustees are encouraged to attend any courses which they feel are relevant to the development of their role and keep up to date on any changes in legislation. All the directors at the time Natural Breaks became a charity undertook independent training in the 'roles and responsibilities of trustees' and members of the Finance Committee undertook 'financial awareness' training.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

The Governance Committee regularly review the strategic risk register and have identified key risks and determined their mitigation. These include:

- 1 **Competition from similar organisations**, with an ever-present factor being those paying higher wages and an emerging factor being use of technology. **Mitigation** - The trustees have agreed to pay the Real Living Wage for 2025-26 and continue to monitor the local market to ensure the charity's reward and recognition package is attractive. Developments in adult social care in the Merseyside area and all requests for new services are logged and outcomes are reported to the Business & Marketing Committee. Families and carers are surveyed regularly and their feedback acted upon.,
- 2 **Cyber Security & Data Protection. Mitigation** - Our Cyber Security and Data Protection strategy was signed off by trustees in 2024 and is reviewed annually. Our detailed Cyber Security Plan, Incident Response Policy and Business Continuity Plans are currently under review. Cyber insurance has been put in force for a number of years, covers and limits are kept under review and insurers requirements for backups and patch deployments implemented. Windows 11 was implemented across the organisation in 2024 and servers and equipment were replaced. Our email system was upgraded in 2025 and multi factor authentication is scheduled for later this year. Cyber Security and Data Protection matters are reported through the Digital & Cyber Committee.
- 3 **Over dependency on one key supplier. Mitigation** - Opportunities to develop transition services and services in boroughs outside Liverpool are monitored. Work will continue to develop additional sources in 2025-26.
- 4 **Employment issues**, which we perceive could emerge across the sector through the post Covid employment market, such as; recruitment and retention, wellbeing and mental health. **Mitigation** -
 - Quite unique to Natural Breaks, we have maintained our standard of not using temporary agency staff to provide direct support. A number of factors have made this possible and sustainable including effective rota management, targeted recruitment campaigns, our 'Refer a Friend' initiative and successful engagement with an employment agency to source permanent support workers and middle managers.
 - Our Chief Executive hosts a quarterly CEO/Support Worker Forum enabling direct communication and an opportunity for our support workers to inform and influence operational and organisational practice.
 - Employee health and well-being is a priority area for the organisation. Individual health and welfare checks regularly take place and employee support is available through our Employee Benefits Flexcel Platform. Our Wellbeing Strategy, risks and appropriate mitigation measures was introduced in 2022 and is reviewed regularly with training including Mental Health Awareness and Mental Health Champions taking place.
 - Our 'Back to Basics' programme for all staff, managers and trustees introduced in June 2024 reinforced roles and responsibilities, policies and procedures and good practices.
- 5 **Dependency on income from local authorities. Mitigation** - The trustees are aware of comments made by local authorities about their funds. Statements from Liverpool City Council on their financial viability and the potential implications of a Section 114 will be monitored. Our Chief Executive, as a member of VODG and through other forums, has the opportunity to engage with the commissioners and represent Natural Breaks and SME's in relation to fairer funding and terms and conditions.
- 6 **Compliance with legislation and regulations** specifically ensuring highest quality care and support. **Mitigation** -
 - Two of our senior managers hold CQC Registered Manager status and chair the Liverpool Registered Manager forum.
 - All regulated services are subject to health checks, an internal audit was conducted in 2023-24 and any actions arising completed and reported through the Governance & Safeguarding Committee.
 - Our Chief Executive and Senior Management team engage with local, regional and national forums and conferences to keep abreast of compliance, legislative and regulatory developments.
- 7 **Compliance with legislation and regulations** specifically arising from Merseyside Fire & Rescue Service extending regulations to apply to supported living services delivered by all providers. **Mitigation** - A specialist fire risk assessment provider has been engaged and a bi-annual survey programme is in operation, with assessments and actions being reported to the trustees through the Governance & Safeguarding Committee
- 8 **Staff turnover**, our workforce is increasing in size and the overall profile is changing. **Mitigation** - Recruitment standards have not been diluted, our Welcome Day, Induction procedures and training have been adapted. All staff received 'Back to Basics' training.
- 9 **Demographics of the people we support**, an aging population and a tendency in older people to develop multi-health issues requiring additional and specific support. **Mitigation** - the management team regularly review care plans and take a pro-active approach to agreeing changes to support arrangements with Adult Social Services. Mindful of the need to consider our social care provision to both existing and new people in the future, the trustees with our Chief Executive and all managers, are developing our 'Natural Breaks 2030' strategy.

Natural Breaks Limited

Report of the Trustees for the Year Ended 31 March 2025

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

02996621 (England and Wales)

Registered Charity number

1168733

Registered office

Millennium Resource Centre
Blenheim Street
Liverpool
Merseyside
L5 8UX

Trustees

K C Lloyd
I P Meyer (resigned 25.4.24)
Mrs J D Erskine
R Itiokiet
D G O'Shaughnessy
P H Weston
G Flanagan (retired by rotation 8.12.25)

Company Secretary

Mrs K Burke

Auditors

SB&P
Chartered Accountants & Statutory Auditors
Oriel House
2/8 Oriel Road
Bootle
Merseyside
L20 7EP

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Natural Breaks Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

Natural Breaks Limited


**Report of the Trustees
for the Year Ended 31 March 2025**

STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued

In so far as the trustees are aware:

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

Approved by order of the board of trustees on 8/12/2020 and signed on its behalf by:


.....
K C Lloyd - Trustee

Report of the Independent Auditors to the Members of Natural Breaks Limited

Opinion

We have audited the financial statements of Natural Breaks Limited (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Report of the Independent Auditors to the Members of Natural Breaks Limited

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Report of the Independent Auditors to the Members of Natural Breaks Limited

Our responsibilities for the audit of the financial statements

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

In identifying and assessing risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

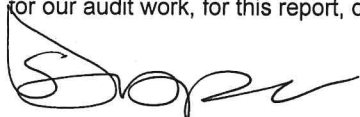
- We obtained an understanding of the legal and regulatory frameworks applicable to the Company and the sector in which it operates. We determined that the following laws and regulations were most significant:
 - The Companies Act 2006
 - Charities Act 2008 (accounts and reports regulations)
 - Charities Act 2011
 - Charities Sorp (FRS 102) 2019
 - UK corporate tax laws
 - UK employment laws
 - UK health and safety regulations
 - Care Quality Commission
 - Health and Social Care Act 2008
 - Health and Care Act 2022
- We assessed the susceptibility of the Company's financial statements to materiality misstatement, including how fraud might occur. Audit procedures performed by the audit engagement team included:
 - identifying the controls that management has in place to prevent and detect fraud;
 - challenging assumptions and judgements made by management in its significant accounting estimates;
 - auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business;
 - assessing the extent of compliance with the relevant laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

**Report of the Independent Auditors to the Members of
Natural Breaks Limited**

Use of our report

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



Suzanne Draper FCCA ACA (Senior Statutory Auditor)
for and on behalf of SB&P
Chartered Accountants & Statutory Auditors
Oriel House
2/8 Oriel Road
Bootle
Merseyside
L20 7EP

Date:

10/12/2025

Natural Breaks Limited

**Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the Year Ended 31 March 2025**

	Notes	Unrestricted funds £	Restricted funds £	31.3.25 Total funds £	31.3.24 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	17,099	463	17,562	17,943
Charitable activities	5				
Supported Living		4,275,793	7,443	4,283,236	3,945,475
Other trading activities	3	663	-	663	852
Investment income	4	12,887	-	12,887	9,812
Total		<u>4,306,442</u>	<u>7,906</u>	<u>4,314,348</u>	<u>3,974,082</u>
EXPENDITURE ON					
Charitable activities	6				
Supported Living		<u>4,278,950</u>	<u>16,731</u>	<u>4,295,681</u>	<u>3,785,957</u>
NET INCOME/(EXPENDITURE)					
Transfers between funds	15	27,492 <u>(4,164)</u>	(8,825) <u>4,164</u>	18,667 <u>-</u>	188,125 <u>-</u>
Net movement in funds		23,328	(4,661)	18,667	188,125
RECONCILIATION OF FUNDS					
Total funds brought forward		904,991	18,906	923,897	735,772
TOTAL FUNDS CARRIED FORWARD		<u>928,319</u>	<u>14,245</u>	<u>942,564</u>	<u>923,897</u>

The notes form part of these financial statements

Natural Breaks Limited

**Statement of Financial Position
31 March 2025**

	Notes	Unrestricted funds £	Restricted funds £	31.3.25 Total funds £	31.3.24 Total funds £
FIXED ASSETS					
Tangible assets	11	27,359	7,078	34,437	25,724
CURRENT ASSETS					
Debtors	12	398,018	-	398,018	404,988
Cash at bank and in hand		<u>841,573</u>	<u>7,167</u>	<u>848,740</u>	<u>730,088</u>
		1,239,591	7,167	1,246,758	1,135,076
CREDITORS					
Amounts falling due within one year	13	<u>(338,631)</u>	-	<u>(338,631)</u>	<u>(236,903)</u>
NET CURRENT ASSETS		<u>900,960</u>	<u>7,167</u>	<u>908,127</u>	<u>898,173</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>928,319</u>	<u>14,245</u>	<u>942,564</u>	<u>923,897</u>
NET ASSETS		<u>928,319</u>	<u>14,245</u>	<u>942,564</u>	<u>923,897</u>
FUNDS	15				
Unrestricted funds				928,319	904,991
Restricted funds				<u>14,245</u>	<u>18,906</u>
TOTAL FUNDS				<u>942,564</u>	<u>923,897</u>

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

The financial statements were approved by the Board of Trustees and authorised for issue on 8/12/2025 and were signed on its behalf by:



K C Lloyd - Trustee

The notes form part of these financial statements

Natural Breaks Limited

**Statement of Cash Flows
for the Year Ended 31 March 2025**

	Notes	31.3.25 £	31.3.24 £
Cash flows from operating activities			
Cash generated from operations	1	<u>122,391</u>	<u>114,681</u>
Net cash provided by operating activities		<u>122,391</u>	<u>114,681</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		<u>(16,626)</u>	<u>(5,856)</u>
Interest received		<u>12,887</u>	<u>9,812</u>
Net cash (used in)/provided by investing activities		<u>(3,739)</u>	<u>3,956</u>
Change in cash and cash equivalents in the reporting period		<u>118,652</u>	<u>118,637</u>
Cash and cash equivalents at the beginning of the reporting period		<u>730,088</u>	<u>611,451</u>
Cash and cash equivalents at the end of the reporting period		<u><u>848,740</u></u>	<u><u>730,088</u></u>

The notes form part of these financial statements

Natural Breaks Limited

**Notes to the Statement of Cash Flows
for the Year Ended 31 March 2025**

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.25	31.3.24
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	18,667	188,125
Adjustments for:		
Depreciation charges	6,211	5,192
Loss on disposal of fixed assets	1,702	673
Interest received	(12,887)	(9,812)
Decrease/(increase) in debtors	6,970	(79,435)
Increase in creditors	101,728	9,938
Net cash provided by operations	<u>122,391</u>	<u>114,681</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.24	Cash flow	At 31.3.25
	£	£	£
Net cash			
Cash at bank and in hand	<u>730,088</u>	<u>118,652</u>	<u>848,740</u>
	<u>730,088</u>	<u>118,652</u>	<u>848,740</u>
Total	<u>730,088</u>	<u>118,652</u>	<u>848,740</u>

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

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

Income

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

Expenditure

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

Allocation and apportionment of costs

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources. The basis of the allocation of premises overheads and other overheads is shown in note 5.

Fund-raising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 5.

Tangible fixed assets

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

Improvements to property	- 20% on cost
Fixtures and fittings	- 20% on reducing balance

Taxation

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

Fund accounting

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

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

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

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Employee benefits

When employees have rendered service to the company, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

Natural Breaks Limited

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

2. DONATIONS AND LEGACIES

	31.3.25	31.3.24
	£	£
Contributions to Activities	12,040	12,181
Gifts and donations	<u>5,522</u>	<u>5,762</u>
	<u>17,562</u>	<u>17,943</u>

3. OTHER TRADING ACTIVITIES

	31.3.25	31.3.24
	£	£
Fundraising events	<u>663</u>	<u>852</u>

4. INVESTMENT INCOME

	31.3.25	31.3.24
	£	£
Interest receivable	<u>12,887</u>	<u>9,812</u>

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	31.3.25	31.3.24
		£	£
Supported living services	Supported Living	3,862,283	3,551,145
Social Learning Outreach			
Income	Supported Living	<u>420,953</u>	<u>394,330</u>
		<u>4,283,236</u>	<u>3,945,475</u>

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 7)	Totals
	£	£	£
Supported Living	<u>3,519,994</u>	<u>775,687</u>	<u>4,295,681</u>

7. SUPPORT COSTS

	Human resources	Office costs	Premises costs	Governance costs	Totals
	£	£	£	£	£
Supported Living	<u>539,186</u>	<u>160,974</u>	<u>66,617</u>	<u>8,910</u>	<u>775,687</u>

8. NET INCOME/(EXPENDITURE)

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

	31.3.25	31.3.24
	£	£
Auditors' remuneration	7,795	7,560
Depreciation - owned assets	6,211	5,192
Deficit on disposal of fixed assets	<u>1,702</u>	<u>673</u>

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2025 nor for the year ended 31 March 2024.

10. STAFF COSTS

	31.3.25	31.3.24
	£	£
Wages and salaries	3,529,013	3,122,436
Social security costs	325,366	292,476
Other pension costs	<u>92,435</u>	<u>80,775</u>
	<u>3,946,814</u>	<u>3,495,687</u>

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

	31.3.25	31.3.24
Charitable activity staff	<u>130</u>	<u>120</u>

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

	31.3.25	31.3.24
£60,001 - £70,000	<u>1</u>	<u>-</u>

Natural Breaks Limited

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

11. TANGIBLE FIXED ASSETS

	Improvements to property £	Fixtures and fittings £	Totals £
COST			
At 1 April 2024	75,789	89,191	164,980
Additions	-	16,626	16,626
Disposals	-	(12,989)	(12,989)
At 31 March 2025	<u>75,789</u>	<u>92,828</u>	<u>168,617</u>
DEPRECIATION			
At 1 April 2024	75,789	63,467	139,256
Charge for year	-	6,211	6,211
Eliminated on disposal	-	(11,287)	(11,287)
At 31 March 2025	<u>75,789</u>	<u>58,391</u>	<u>134,180</u>
NET BOOK VALUE			
At 31 March 2025	<u>-</u>	<u>34,437</u>	<u>34,437</u>
At 31 March 2024	<u>-</u>	<u>25,724</u>	<u>25,724</u>

12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.25 £	31.3.24 £
Trade debtors	347,290	349,144
Other debtors	17,285	33,922
Prepayments	<u>33,443</u>	<u>21,922</u>
	<u>398,018</u>	<u>404,988</u>

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.25 £	31.3.24 £
Pensions	15,129	12,671
Other creditors	197,211	139,363
Accruals and deferred income	<u>126,291</u>	<u>84,869</u>
	<u>338,631</u>	<u>236,903</u>

14. LEASING AGREEMENTS

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

	31.3.25 £	31.3.24 £
Within one year	58,304	55,640
Between one and five years	<u>116,854</u>	<u>166,920</u>
	<u>175,158</u>	<u>222,560</u>

15. MOVEMENT IN FUNDS

	At 1.4.24 £	Net movement in funds £	Transfers between funds £	At 31.3.25 £
Unrestricted funds				
General fund	904,991	27,492	(4,164)	928,319
Restricted funds				
Caravan Fund	11,510	(8,596)	4,164	7,078
Take A Break Project	<u>7,396</u>	<u>(229)</u>	-	<u>7,167</u>
	<u>18,906</u>	<u>(8,825)</u>	<u>4,164</u>	<u>14,245</u>
TOTAL FUNDS	<u>923,897</u>	<u>18,667</u>	-	<u>942,564</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	4,306,442	(4,278,950)	27,492
Restricted funds			
Caravan Fund	3,906	(12,502)	(8,596)
Take A Break Project	<u>4,000</u>	<u>(4,229)</u>	<u>(229)</u>
	<u>7,906</u>	<u>(16,731)</u>	<u>(8,825)</u>
TOTAL FUNDS	<u>4,314,348</u>	<u>(4,295,681)</u>	<u>18,667</u>

Natural Breaks Limited

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2025**

15. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.23 £	Net movement in funds £	Transfers between funds £	At 31.3.24 £
Unrestricted funds				
General fund	714,751	196,286	(6,046)	904,991
Restricted funds				
Caravan Fund	11,509	(6,045)	6,046	11,510
Take A Break Project	<u>9,512</u>	<u>(2,116)</u>	<u>-</u>	<u>7,396</u>
	<u>21,021</u>	<u>(8,161)</u>	<u>6,046</u>	<u>18,906</u>
TOTAL FUNDS	<u><u>735,772</u></u>	<u><u>188,125</u></u>	<u><u>-</u></u>	<u><u>923,897</u></u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	3,970,021	(3,773,735)	196,286
Restricted funds			
Caravan Fund	1,670	(7,715)	(6,045)
Take A Break Project	<u>2,391</u>	<u>(4,507)</u>	<u>(2,116)</u>
	<u>4,061</u>	<u>(12,222)</u>	<u>(8,161)</u>
TOTAL FUNDS	<u><u>3,974,082</u></u>	<u><u>(3,785,957)</u></u>	<u><u>188,125</u></u>

16. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2025.

17. UNRESTRICTED FUNDS

General fund - This fund may be used at the discretion of the board of trustees in furtherance of the charitable company's objects.

18. RESTRICTED FUNDS

Caravan Fund

The fund was set up following consultation with beneficiaries of the charity and their families. The provision of accessible holidays and short breaks were identified as a valuable service that would benefit many.

Receipt of a restricted donation, together with general fundraising gave the charity the opportunity to purchase a 6 berth fully accessible caravan at Lyons Holiday Parks in Toywn, North Wales. It has been a hugely successful acquisition, giving well deserved opportunity and benefit to those we support.

The balance of the fund represents the NBV of the caravan included in fixed assets.

Workforce Capacity

Grant received to enable local authorities to deliver measures to supplement and strengthen adult social care staff capacity.

Take a Break Project

To subsidize the cost of holidays, day trips and other centre activities to enable service users to attend without the additional cost.

19. TRANSFERS

An amount of £6,046 has been transferred from General fund to Caravan fund as a contribution which represents expenses paid towards caravan costs incurred during the year.